CITY OF CRESCO, IOWA

Strategic Planning Report

"Blueprint for the Future of Cresco"
2011 – 2018

Prepared and Adopted
By

The Mayor & City Council
Cresco, Iowa

March 7, 2011

Facilitated by:
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THE CITY OF
Cresco
IOWA

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March 7, 2011

Dear Citizens of Cresco:

As the Mayor of Cresco, it is with much enthusiasm and anticipation that I present the Cresco Strategic Plan, which is a blueprint for the future growth and development of our community. On behalf of the City Council and the City employees of Cresco, I encourage you to read this Strategic Plan and to offer your observations and comments on its content.

A Strategic Plan is a statement and a commitment to work on projects and programs that will ultimately make Cresco a better place to live, work, and play. While we readily acknowledge that Cresco is already a great place to call home, it is our hope and expectation that the completion of the goals outlined in this Strategic Plan will further enhance the overall quality of life in our community.

The preparation of this Strategic Plan involved a comprehensive effort to first learn what the residents of Cresco wanted for the future of their community. Rather than writing a document that merely reflected our goals, the Cresco City Council and I asked for your opinions. We asked for your comments and suggestions through a citizen questionnaire, personal interviews, and a public forum or town hall meeting that was held on November 10, 2010. We were very impressed with the overall response and we thank you for your many responses that are summarized in this report.

After reviewing the responses from the questionnaire, interviews, and public forum, the City Council held a special meeting on December 13, 2010 to identify and prioritize the goals and objectives that are listed in this Strategic Plan. The City Council developed an action plan for each goal and objective that defines the steps needed to accomplish the goal along with a realistic time table for the process. It is our intent to continually reference these action plans in order to stay on task.

It is important to remember that this Strategic Plan is flexible and can be modified to meet the changing needs and challenges of Cresco. It should be viewed as a guide for the future and will be updated and revised as necessary. Therefore, we are always open to your comments and suggestions regarding any of the goals or actions listed in the Strategic Plan.

Once again, thank you for your willingness to review this plan and we look forward to hearing your comments in the future.

Best regards,

Mark Bohle
Mayor of Cresco

CITY OF CRESCO, IOWA

ELECTED OFFICIALS – 2011

Name	Title	Term Expires
Mark Bohle	Mayor	12/31/2011
Josh Moore	Council - Ward	12/31/2011
Amy Bouska	Council - Ward 2	12/31/2013
Dennis Blake	Council - Ward 3	12/31/2011
John Loveless	Council - At Large	12/31/2011
Steve McCarville	Council - At Large	12/31/2013

CITY DEPARTMENT HEADS

Name	Position	Work Site
Rod Freidhof	Public Works Director	City Hall
Michelle Girolamo	City Clerk	City Hall
Joseph Braun	City Attorney	217 N. Elm St
Mark Kissinger	Chief of Police	Law Enforcement Center
Neal Stapelkamp	Fire Chief	Fire Station
Ron Hyberger	Sewer Superintendent	Wastewater Treatment Plant
John Schmauss	Street Superintendent	Street Shop
Tim Courtney	Water Superintendent	Street Shop
Carmen Buss	Librarian	Public Library
Bill Caffrey	Parks & Recreation Dir.	Fitness Center
Rick McCarville	Director-Fitness Center	Fitness Center

CITY OF CRESCO, IOWA STRATEGIC PLAN

A. THE STRATEGIC PLANNING PROCESS

"If you don't know where you want to go, any road will get you there."

"If you do not know what you want to be, then you have no control over what you will end up becoming."

While most people will utilize road maps or geographical positioning systems (GPS) to chart the route of a trip to an unknown destination, there are very few people, organizations or governmental entities that take the time to develop a plan for the future that will ensure the success of their endeavors. It is far too easy to "let history take its course" and only focus on the daily tasks, issues, or problems that impact our lives and organizations. The people, organizations and governmental entities that commit the time and effort to a strategic planning process are better prepared to meet the challenges of the future and are usually happier with the results. For most governmental units, and cities in particular, this is the efficient and effective delivery of municipal services to residents and the overall enhancement of their quality of life in the community. It was for this reason that the City of Cresco strategic plan has been prepared.

The Mayor and City Council of Cresco, Iowa decided on April 19th, 2010, that the City needed to develop and adopt a strategic plan for the long-term growth and prosperity of Cresco. The strategic planning process to reach this objective included the following major components:

1. Seek comments and suggestions from the residents of Cresco regarding the future growth and development of the community.

2. Organize these findings into a written summary for the Mayor and the City Council's review and consideration.

3. Development of a written strategic plan that would provide a five to ten year blueprint for the growth and development of the community.

B. CITIZEN INVOLVEMENT IN THE PROCESS

While elected officials in other cities prefer to write their own plan for their communities, the Mayor and City Council in Cresco made a comprehensive effort to first learn what the residents of Cresco had to say about both the current state of the city and the future of their community. This extensive citizen outreach process was a very important component of the strategic planning process. It included:

1. Development, distribution, and tabulation of a questionnaire of local residents regarding their opinions on the growth and development of the community.

2. One-on-one thirty-minute interviews with thirteen local leaders to solicit their comments and suggestions. (Invitations were sent to forty-nine people)

3. A public meeting to gather detailed comments and suggestions from interested citizens.

1. Citizen Questionnaire

The city distributed approximately 1,700 questionnaires to the residents of Cresco on November 2, 2010, enclosing them with the water bills that were mailed that day. In addition, in an effort to reach renters who do not receive water bills, questionnaires were enclosed in the weekly distribution of The Cresco Shopper on November 4, 2010.The deadline to complete and return the questionnaire was November 15, 2010. A copy of the citizen questionnaire is attached as Appendix A.

The residents were asked to rate the following twelve municipal services as either poor, fair, good, or great:

* Police Protection
* Fire Protection
* City Hall Service
* Library
* Parks
* Fitness Center
* Street Surfaces
* Snow Removal
*Street Cleaning
* Water Services
* Sewer Services
* Yard Waste Pickup

Residents were asked to rate the following nineteen community services as either poor, fair, good, or great:

* Electric Service
* Natural Gas Service
* Cable Television
* Telephone Service
* Internet Service
* Chamber of Commerce
* Tourism Promotions
* Downtown Appearance
* Theatre
* Nursing Home/Assist Living
* Rental Housing
* Housing to Purchase
* Healthcare Facilities
* Child Care
* Entertainment/Dining Options
* Employment Opportunities
* School System
* City's Overall Appearance
* Local Shopping Options

Residents were also asked their opinion as to the level of importance for fourteen endeavors or projects with a choice of "none, some, moderate, or high" for each of the following:

* Continue Street Repairs
* Attract New Businesses
* Improve Downtown
* Expand Area for Housing
* Repair Sidewalks
* Stricter Nuisance Laws
* Form Beautification Committee
* More Rental Housing
* More Senior Housing
* Expand Trail System
* Improve Parks
* Downtown Parking
* Expand Farmers Market
* Install Storm Sewers

The people were also given the opportunity to respond to seven essay-type questions. The first four questions concerned the strengths, weaknesses, opportunities, and threats (SWOT) facing the Cresco community. Another question asked people to identify the "one thing" that they would want the City to do or stop doing. People were also given the opportunity to offer additional comments and suggestions on any topic that they wished to address.

17.3% (295) of the questionnaires were returned, which is excellent response rate for this type of survey. A summary of the rankings of services is attached as Appendix B. A summary of the written comments from the questionnaires is attached as Appendix C.

Analysis of the results of the questionnaire produces the following general observations: (See Appendix B for complete tabulations of the responses.)

1. Of the 295 people who responded to the questionnaire, 225 or 76.3% were over the age of 50 years. There were 8 people or 2.7% who were under the age of 30 years. These figures compare to ISU data showing that 29.4% of the county population was age 55 or older in 2002, while 29.9% of the county population was 20 to 44 years old then.

2. The vast majority of people who responded (89.2%) owned their home. This compares to ISU data showing that 72.8% of the housing units in Howard County were owner-occupied in 2000.

3. The division between people who were working in Cresco or who were either not currently working or were working outside of Cresco was almost equally split with 50.5% stating that they were working in Cresco.

4. It would appear that Cresco residents are generally satisfied with all city services, with the fire department and the library earning the best scores. The fire department and the library received a score of good or great on 95% of the questionnaires.

5. The one city service that had the lowest scores was "street surfaces," with 205 people or 69.5% rating streets as either fair or poor.

6. The responses regarding community services had the following items rated on positively: electric, natural gas, telephone, downtown appearance, theatre, nursing home, health care, and overall city appearance. However, the scores for cable service, tourism, rental housing, entertainment/dining, shopping and employment opportunities were somewhat lower.

7. The responses regarding the level of importance of possible future improvements indicated that residents thought that the following four items should be a moderate or high priority:
   - New businesses – 92% moderate or high
   - Street repairs – 83% moderate or high
   - Downtown – 70% moderate or high
   - Nuisance enforcement – 62% moderate or high
   - Sidewalks – 62% moderate or high

8. Some of the improvements that did not rank as high in the level of importance were housing area expansion, trails, downtown parking, and parks.

9. 113 people responded to one or more of the seven written questions on the questionnaire.

10. The most frequently mentioned strengths of the community included the close-knit small town characteristics, the recreational opportunities, the medical facilities, the school system, the Fitness Center, and the friendly caring people.

11. The people who commented regarding the weaknesses of the community most often referenced job opportunities, a grocery store not open on Sundays and lacking an adequate selection of items, not enough shopping opportunities, and street repairs.

12. The most frequent responses regarding the community opportunities or needs were: the need for new businesses, lack of rental housing, the need for another grocery store, and the removal of unwanted or unused housing.

13. The people who commented regarding threats to the community most often referenced crime, vandalism, drug use, and loss of jobs. (It is noted that a week prior to the distribution of the questionnaire, the police department received 30 reports of vandalism that all occurred on one evening.)

14. The question regarding the one thing that the City "should do or stop doing" yielded a wide range of responses with the reference to street surfaces getting the most frequent (13) comments.

15. The "catch-all" question or the "additional comments and suggestions" item generated many comments, but there was no one theme or trend in the responses. (See Appendix C for a complete list of responses.)

2. Personal Interviews – Community Residents

Personal interviews were conducted by Mr. Patrick Callahan on November 10 and 11, 2010 with thirteen residents who agreed to discuss in detail their thoughts and recommendations regarding the future growth and development of Cresco. Three additional residents, who were not available for an interview, submitted written responses to the questions. A summary of the 13 interviews and 3 written responses is attached as Appendix D. The following is an overview of common themes or observations generated by the personal interviews:

1. The Cresco community is generally considered a great place to live, work and play.

2. There were many positive comments regarding the businesses and industries, city services, recreational opportunities, community college site, churches, hospital and clinic, local theatre, good group of volunteers, and public and private school systems.

3. There are concerns about the future, such as the loss of some businesses during the national recession, volunteer burnout, crime, street conditions, and employment opportunities.

4. Questions relating to the enhancement of the quality of life generated suggestions on the extension of utilities to the industrial park, more annual festivals, street improvements, trail extensions, an aquatic center, annexations, citizen information efforts, utility improvements, and cooperation with the Howard County Business & Tourism (HCB&T) organization.

5. People were generally satisfied with city services, with the exception of street conditions.

6. Residents thought that property taxes, water rates, and sewer rates were fair for the level of services provided by the City, but there were suggestions concerning the need to inform residents on how the city money is spent and how Cresco's rates compare to the rates in other cities.

7. The suggestions regarding future programs included enhanced tourism promotion efforts, city beautification programs, more annual festivals, an industrial "spec" building, trail enhancements, nuisance abatement, restoration of store fronts, and housing incentives.

8. The question regarding business incentives generated suggestions on partnering with the HCB&T, booths at state fairs, extension of store hours, incentives packages, free land, property tax abatements or rebates, and a greater focus on the existing industries and businesses.

9. Lastly, the request for suggestions on how to retain young people in the community produced the following ideas: higher paying jobs, Northeast Iowa Community College (NICC) and Howard-Winneshiek Community School District cooperation, outdoor pool, expansion of the Silver Cord program, a job fair, organization of a young business leaders group, mentoring program for young people wanting to start a business, and home ownership incentives.

3. City Department Head Interviews

Individual interviews were conducted with the City department heads on October 28 and November 10, 2010, regarding the delivery of city services to the residents of Cresco. Many of the discussions with the department heads focused on the long-term infrastructure needs of the City. A summary of these interviews is attached as Appendix E. The common themes or observations of these discussions were:

1. The City has done a very good job of providing city services to the residents of Cresco.

2. The City has skilled and competent employees who provide quality city services to the residents.

3. The Mayor and City Council members have purchased and provided the facilities and equipment needed by the city employees to provide municipal services.

4. The City has been able to maintain a good working relationship with other governmental entities, such as Howard County and the Howard-Winneshiek Community School District.

5. The City department heads identified the following major long-term infrastructure needs of the City:
   - Wastewater treatment facility expansion and renovation
   - Law Enforcement Center expansion
   - Industrial park sewer line and water main extensions.
   - Water main extensions and replacements
   - Continuation of the street improvement program
   - Ash tree removal or treatment
   - Ongoing maintenance and repairs at the Fitness Center and Library.
   - Completion of the capital improvements plan

4. Public Forum – November 10, 2010

The City conducted a public forum regarding the strategic planning process on November 10, 2010. A summary of the SWOT analysis that was completed at the public forum is attached as Appendix F. A summary of the recommendations on how to enhance the quality of life in Cresco that were discussed at the public forum is attached as Appendix G.

The five recommendations that received the most number of votes at the public forum were:

1. Better tourism process/marketing
2. Basic infrastructure improvements
3. Small manufacturing/job creation/business opportunities
4. Youth involvement and focus
5. Street improvement program

C. STRATEGIC PLAN – GOALS & OBJECTIVES

After reviewing the results of the citizen questionnaire, the recommendations from the public forum, and the suggestions generated from the interviews with local residents and city department heads, the City Council of Cresco has identified 19 goals and objectives. These goals and objectives have been divided into four categories:

A. Economic development
B. Housing and residential development
C. Infrastructure – water, sanitary sewer, storm sewer, streets, and sidewalks
D. Planning documents

The goals and objectives within these four categories have been designated as either phase one projects or phase two projects. It is anticipated that goals and objectives in phase one will be completed by 2013. The goals and objectives in phase two may be

started in 2012 or 2013, but may not be completed until 2018. Some goals and objectives are actually "on-going commitments" that will be incorporated into the City's efforts to enhance the overall quality of life in Cresco.

INFRASTRUCTURE AND ECONOMIC DEVELOPMENT PROJECTS

GOALS AND OBJECTIVES – PHASE I

1. Sanitary sewer system – grease trap regulations and enforcement program
2. Sanitary sewer system – infiltration analysis and sump pump & roof downspouts disconnection program
3. Industrial park development – site analysis and infrastructure improvements
4. Street Department annual seal coating program – review, analysis, and continuation of program

GOALS AND OBJECTIVES – PHASE II

1. Water system – continuation of looping of water mains and connection of "dead-end" lines
2. Energy audits of city buildings and facilities – implementation of recommendation from previous study
3. Public sidewalk inspection and enforcement program
4. Fire Station building expansion – feasibility study and implementation

PLANNING DOCUMENTS/HOUSING AND RESIDENTIAL DEVELOPMENT

GOALS AND OBJECTIVES – PHASE I

1. Capital improvements plan for City infrastructure and facilities
2. Nuisance abatement program – continuation and enhancement
3. Cresco Police Department and Howard County Sherriff Department – Feasibility study merger
4. City website – review and enhancement
5. Communications to citizens – review and expansion of public relations efforts
6. Airport site study – alternative uses of the land

GOALS AND OBJECTIVES – PHASE II

1. Annexation study
2. Storm water drainage study
3. Housing incentives study
4. Citywide fiber optics system study

Action Plans
It is acknowledged that the completion of the goals and objectives identified in the Strategic Plan will require much time, effort, and persistence. In order to provide the overall direction, action plans have been developed that list the tasks required to accomplish the individual goals and objectives. Each action plan identifies the steps in the process, the lead person or entity for each task, the anticipated starting date, and the expected date of completion. These nineteen action plans have been included as Appendix H in the strategic plan.

The City Council's List of "Givens"
After reviewing the numerous recommendations generated from the public forum, the personal interviews, and the results of the questionnaire, the Mayor and City Council concluded that many projects and programs had already been discussed, reviewed, and in some instances had already been started. Since the Mayor and City Council had made an prior commitment to implement those projects or programs, it was decided that a "list of givens" would be prepared and made a part of the strategic planning process. Therefore, the Mayor and City Council decided to re-affirm its commitment to the ongoing efforts and completion of the following projects and programs:

1. Howard County Business & Tourism – continued support and commitment
2. City of Cresco, Howard – Winneshiek Community School District, and Northeast Iowa Community College District – communication enhancement
3. City of Cresco waterworks building renovation
4. Policy Statement – City Council's current position on special assessments for street improvement projects
5. Wastewater Treatment Plant expansion feasibility study – sludge storage project
6. Replacement of four inch water mains with six or eight inch lines – depending on costs and feasibility
7. Inspection and general clean-up of city buildings and facilities
8. Comprehensive Plan update – as funded with IDED grant
9. Development of a plan for the treatment and/or removal of ash trees in the city right of way and city parks
10. Feasibility study on combining city water and wastewater departments
11. GIS mapping system completion
12. Completion of water meter replacement program
13. Law Enforcement Center – analysis of new facility or remodel existing site
14. Implementation of fiscally responsible energy improvements

D. MISSION STATEMENT

A mission statement is a public declaration that articulates and defines who we are and why we exist. It is a statement to our citizens that declares our commitment, our focus, and our identity. After reviewing the comments and recommendations generated by the City's citizen outreach efforts, the Mayor and City Council adopted the following mission statement for the City of Cresco.

"Our mission is to serve the people of Cresco honestly and effectively. Through a variety of services, we strive to provide the quality of life desired by the community. The members of our City organization insist that services are provided with the highest level of respect, responsiveness and honesty to the people of Cresco. The result is a financially sound city government and citizens receiving services and value for their tax dollars."

E. THE STRATEGIC PLAN – A WORK IN PROGRESS

It is the intent of the Mayor and City Council of Cresco that this strategic plan be viewed as a "work in progress" and that it be part of an ongoing community-wide effort to make Cresco a better place to live, work, and play. Many of the goals and objectives defined in this plan extend beyond the usual scope of city responsibilities and municipal services. These are goals that require the involvement and commitment of other groups and organizations in Cresco and Howard County. Therefore, the City of Cresco will take the initiative and initially take the lead on a networking plan that includes the following activities and information sharing opportunities.

1. Strategic Plan Distribution

Governmental entities and all organizations referenced in the action plans will be provided with copies of the strategic plan. These organizations include:

- Howard County Business & Tourism (HCB&T)
- Howard - Winneshiek Community School District
- Howard County Board of Supervisors
- Northeast Iowa Community College (NICC) - Cresco Campus
- Cresco Times Plain Dealer
- Regional Health Services of Howard County

The strategic plan will be placed on the City's website in PDF format. Copies of the strategic plan will also be available for residents to review at the Public Library and City Hall.

2. Community Leaders – Semi-Annual Meetings

As part of the community networking proposal, semi-annual meetings of the members of the board or governing bodies of the following organizations will be held at various locations in Cresco:

- City of Cresco – Mayor & City Council
- Howard County Board of Supervisors
- Howard-Winneshiek Community School Board
- HCB&T Board of Directors
- Regional Health Services of Howard County Board of Directors
- NICC – Cresco Campus Representative

Staff members or the manager of these organizations will also be invited to attend these meetings. The dates, times, and locations will be determined by the members.

The first such meeting will be held on Monday, April 25, 2011 and will be hosted by the City of Cresco. The main topic of discussion will be a review of the strategic plan.

3. City Buildings & Facilities – Open Houses

The City of Cresco will host annual open houses at city buildings and facilities to provide tours at each site and to explain specific projects that have been identified in the strategic plan or capital improvements plan. Residents will be given the opportunity to learn more about the city services provided by each department and to ask questions. The open houses will be conducted at the City Hall, Fire Station, Public Library, Fitness Center, Wastewater Treatment Plant, Street Shop and the Law Enforcement Center. The first open houses are tentatively scheduled for Sunday, June 12, 2011.

4. Public Forum – Strategic Plan

The Mayor and City Council will conduct a second public forum or town hall meeting on November 16, 2011 to discuss and review the strategic plan with the residents of Cresco. A progress report will be given regarding the status of some of the tasks and projects that were listed in the strategic plan. Citizens will be given an opportunity to comment on the actions taken and to provide suggestions regarding the completion of future projects and programs.

5. City Council Strategic Plan Updates

The Mayor and City Council will schedule quarterly progress updates on the completion of tasks identified in the action plans. The quarterly progress reports will include the following discussions:

(1) Report on tasks completed to date
(2) Summary of those tasks that need to be completed over the next three months.
(3) Review of those tasks that were not completed and the reasons for the delay.
(4) Modifications to the action plans, as needed.

The dates for the quarterly progress reports at the regular City Council meetings are as follows:

Monday, July 11, 2011
Monday, October 3, 2011
Monday, January 9, 2012
Monday April 2, 2012

F. ACKNOWLEDGEMENTS

The preparation of a strategic plan involves the time and effort of many people in the community. The Mayor and City Council of Cresco would like to thank the 295 people who completed the community questionnaire, the 52 people who attended the public forum, the 13 people who accepted the invitation to be interviewed and the City Department Heads who provided information to the consultant.

A special thank you goes to Michelle Girolamo, City Clerk, and Denise Sheehy, Deputy City Clerk, for summarizing and tabulating the results of the questionnaires, to Dakota Andera and Bryce Hruska for entering data from the questionnaires and the Silver Cord

Volunteers: Michael Bronner, Tristen Girolamo, Andrew Born, James Kappes and Evan Webb for the mailing of questionnaires and the compiling of data from the questionnaires.

The pictures in this report were provided by Spiff Slifka of the Howard County Business & Tourism and Keri Bugenhagen of the Cresco Times Plain Dealer. The City acknowledges and thanks Cresco Bank and Trust for providing the community meeting room for the public forum and Howard County Business & Tourism for providing a room for the personal interviews.

The Mayor and City Council members welcome your comments and suggestions regarding the content of this strategic plan and the goals and objectives that are outlined in the action plans. Written comments are also encouraged. Comments are welcome at the City Council meetings, which are generally held on the first and third Monday of the month at 7:00 p.m. at the Cresco City Hall. Council agendas are listed on the City's web site at www.crescoia.govoffice2.com.

APPENDIX A
City of Cresco, Iowa
Citizen Questionnaire – 2010

Is anyone listening? Does anyone care what I think? For once, the answer to these two questions is YES! But you must respond by November 15th.

The Mayor and City Council of Cresco would like to hear your opinions on the future of our community, but we need your help. We need you to tell us what you think. Please take ten minutes of your time to complete this questionnaire and return it to City Hall, the Library, or the Recreation Center.

The results of the questionnaire will be used to help the City of Cresco develop a strategic plan for the long term growth and development of Cresco. Your responses, along with others, will be tabulated and summarized and made a part of a strategic plan for Cresco.

Residents who completes this questionnaire will be invited to submit their names for drawings for gift certificates from local businesses. The drawings will be held on November 15th at 7:00 PM.

The questionnaire is an easy and fast "fill the box" type format. Please place the number in the box that best describes your opinions or observations. There are also optional questions on the back of the questionnaire for anyone who wishes to respond. You do not have to respond to these questions in order to qualify for the drawings. If you do respond, please write legibly so that your comments can be included in the summary report. If you need additional space or prefer to type your responses, please feel free to attach the additional sheets to the questionnaire. You may sign your name or you may remain anonymous.

Please return this questionnaire to any of the following sites:

1. City Hall 2. Public Library 3. Recreation Center

The deadline is Monday, November 15, 2010

If you wish to sign up for the drawing for gift certificates, please write your name, address, and phone number on a 3x5 index card that can be returned with the questionnaire or obtained at one of the three collection sites.

Public Forum – Strategic Planning

A public forum regarding the City's strategic planning process will be held on Wednesday, November 10th at 7:00 PM at the Cresco Bank & Trust Community Room. You are welcome to attend this meeting.

General Questions:

1. What is your age group?

☐ 10-18 ☐ 18-30 ☐ 30-50 ☐ 50-70 ☐ 70 & Over

2. What is your Sex? ☐ Female ☐ Male

3. What is your home status? ☐ Rent ☐ Own

City Services Observation:

Please assign a number that best describes your opinion of the following City or community services with a scale of 1 to 4.

1= Poor 2=Fair 3=Good 4=Great

Police Protection	☐	**Street Surfaces**	☐
Fire Protection	☐	**Snow Removal**	☐
Ambulance	☐	**Street Cleaning**	☐
Library	☐	**Water Services**	☐
Parks	☐	**Sewer Services**	☐
Recreation Center	☐	**City Hall Service**	☐

Community Services & Opportunities:

Electric Service	☐	**Rental Housing**	☐
Natural Gas Services	☐	**Housing to Purchase**	☐
Cable Television	☐	**Trails/Sidewalks**	☐
Telephone Service	☐	**Child Care**	☐
Internet Service	☐	**Entertainment Options**	☐
Chamber of Commerce	☐	**Employment Opportunities**	☐
Tourism Promotions	☐	**School System**	☐
Downtown Appearance	☐	**City's Overall Appearance**	☐

Future Community Improvements

Please assign a number that best describes your opinion as to the importance of the following community improvements or enhancements using the rating system below.

1=No Importance **2=Some Importance**
3=Moderate Importance **4=Great Importance**

Continue Street Repair	☐	**Increase Rental Housing**	☐
Attract New Business	☐	**More Senior Housing**	☐
Improve Downtown	☐	**Expand Trail System**	☐
Expand Area for Housing	☐	**Improve Parks**	☐
Expand Tree Planting	☐	**Update Water System**	☐
Enforce Nuisance Laws	☐	**Update Sewer System**	☐

Thank you for responding to the questionnaire!

Additional Questions:

If you are so inclined, you are welcome to respond to the following additional questions. You do not need to respond to these questions to be eligible for the drawings. You are not obligated to respond to all questions. You can attach additional sheets to expand your ideas on how to make Cresco a better place to live, work, and play.

SWOT Analysis - Cresco, Iowa

1. Strengths - What characteristics of Cresco give it an advantage over other communities?

2. Weaknesses - What characteristics place Cresco at a disadvantage when compared to other cities?

3. Opportunities - What could be done to make Cresco a better place to live, work, and play?

4. Threats - What issues, trends or problems have the potential to adversely impact the overall quality of life in Cresco?

5. Should the City continue the street improvement program? If so, how should it be paid for?

6. Would you be willing to serve on a strategic planning committee to assist the City with the implementation of a plan to enhance the growth and development of Cresco? If so, please provide your name and contact information.

7. Additional comments and suggestions (please feel free to add additional pages)

APPENDIX B

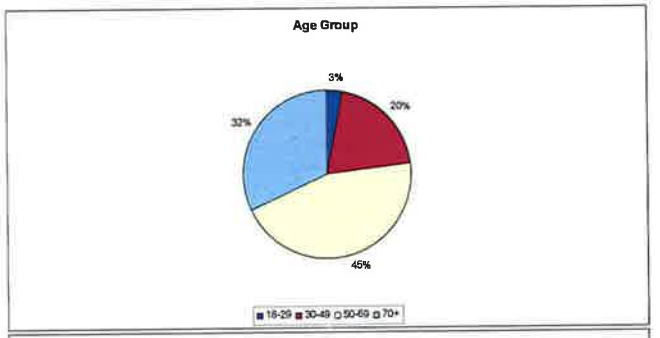
Summary of Responses on City Questionnaire
November, 2010

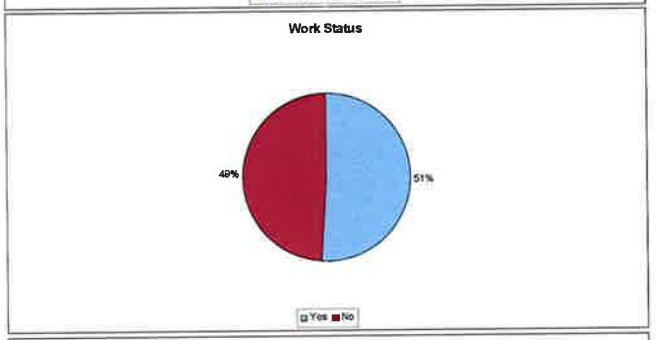
1. Demographic Questions - Age, Work & Home Ownership

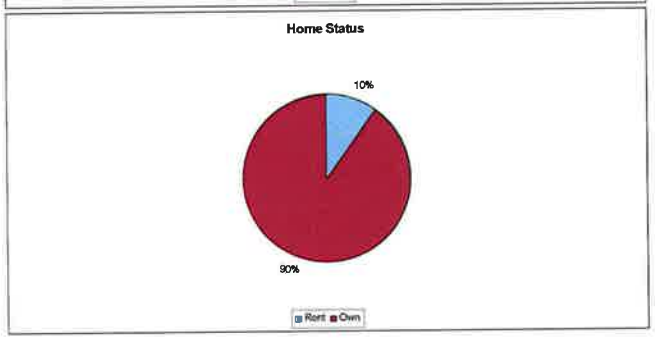
Age	Responses	Percent
18-29	8	3%
30-49	59	20%
50-69	131	45%
70+	94	32%
NA.	3	—
	295	100%

Work in Cresco?		
Yes	149	51%
No	141	49%
NA.	5	—
	295	100%

Home Status		
Rent	28	10%
Own	263	90%
NA	4	—
	295	100%

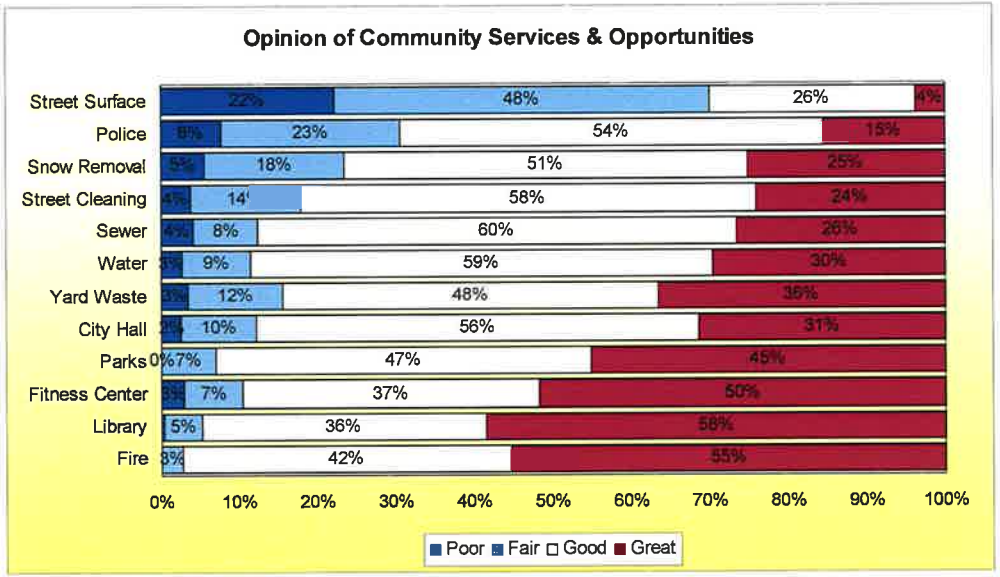






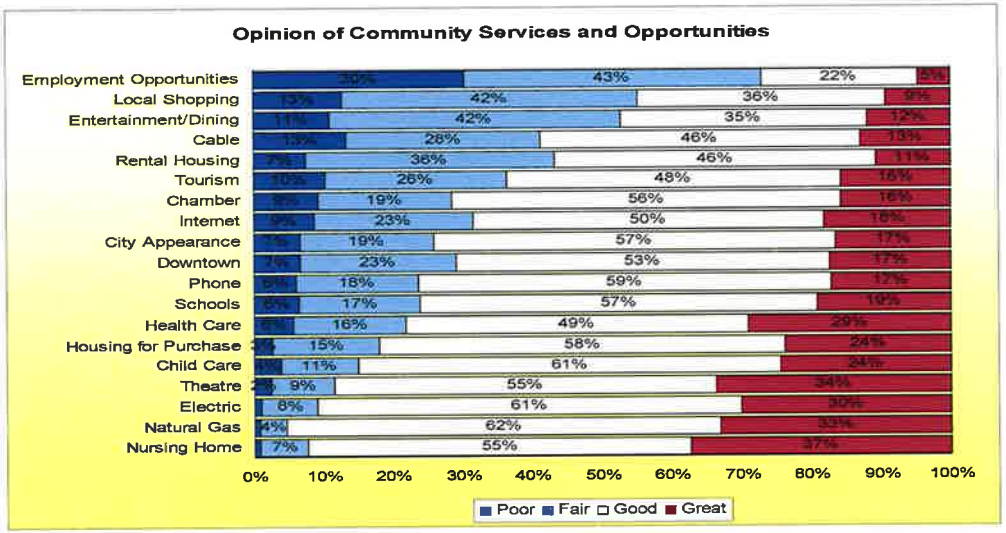
2. **Responses – City Services (An explanation of how the scores were calculated is on page 5)**

Service	Poor	Fair	Good	Great	Score
Police	22	66	156	45	2.77
Fire	0	8	122	161	3.53
City Hall	7	28	164	91	3.17
Library	1	14	104	168	3.53
Parks	0	20	138	130	3.38
Fitness Center	8	21	107	146	3.39
Street Surface	65	140	77	11	2.12
Snow Removal	16	52	149	73	2.96
Street Cleaning	11	41	168	70	3.02
Water	8	25	171	86	3.16
Sewer	12	23	175	76	3.10
Yard Waste	10	35	139	106	3.17



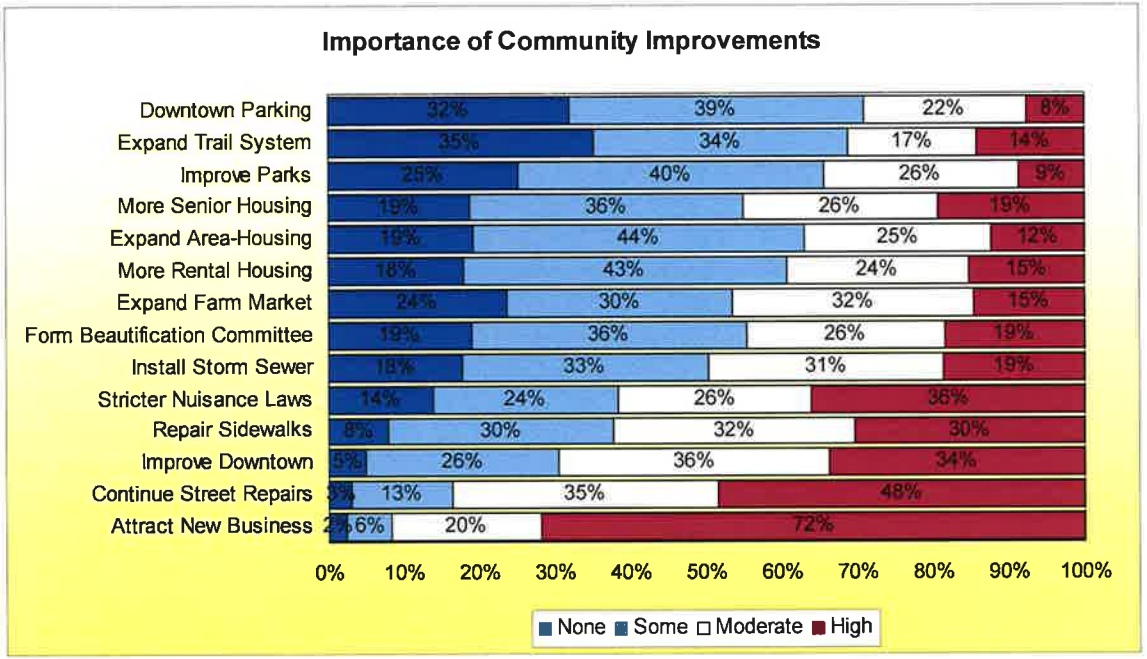
3. **Responses – Community Services & Opportunities**

Service	Poor	Fair	Good	Great	Score
Electric	3	23	176	87	3.20
Natural Gas	2	11	174	93	3.28
Cable	35	73	120	34	2.58
Phone	17	49	165	48	2.87
Internet	22	58	128	46	2.78
Chamber	26	54	157	44	2.78
Tourism	29	73	134	44	2.71
Downtown	19	65	154	50	2.82
Theatre	7	26	157	97	3.20
Nursing Home	2	19	150	102	3.29
Rental Housing	19	91	117	27	2.60
House for Purchase	7	42	158	65	3.01
Health Care	16	46	140	83	3.01
Child Care	10	28	154	62	3.06
Entertainment/ Dining	31	120	101	34	2.48
Employment Opportunities	83	117	61	13	2.01
Schools	18	49	160	54	2.89
City Appearance	19	56	166	48	2.82
Local Shopping	37	124	104	27	2.41



4. **Responses – Future Community Improvements**

Improvement	None	Some	Moderate	High	Score
Continue Street Repairs	9	39	103	142	3.29
Attract New Business	7	17	58	210	3.61
Improve Downtown	14	74	104	98	2.99
Expand Area-Housing	55	125	71	35	2.30
Repair Sidewalks	23	86	92	88	2.85
Stricter Nuisance Laws	40	70	74	104	2.84
Form Beautification Com.	54	104	75	53	2.44
More Rental Housing	49	118	66	42	2.37
More Senior Housing	52	101	72	54	2.20
Expand Trail System	101	97	49	41	2.10
Improve Parks	72	116	74	25	2.18
Downtown Parking	92	112	62	22	2.05
Expand Farmers Market	68	85	92	42	2.38
Install Storm Sewers	49	91	87	52	2.50



Comments and Observations

1. While 295 people completed the questionnaire, some people did not rate each and every service or improvement.

2. The "score" for each service was calculated by giving one point for each "poor", two points for each "fair", three points for each "good", and four points for each "great". The points were totaled and divided by the number of people who actually ranked the service. A score of 3.0 or greater indicates a good level of satisfaction for the service.

3. The "score" for the level of importance for future community improvements was calculated in the same manner with one point for "none" and four points for "high", etc.

APPENDIX C

Questionnaire Summary of Comments

November, 2010

EXHIBIT C Questionnaire - Summary of Comments

STRENGTHS

Great community for young and old	111111111	1				
Police and fire safety	111					
Close-knit small town characteristics	111111111	11111111	111			
Safe and sheltered community	111					
Great recreational activities-trails/walking/biking	111111111	11111111	111111			
Nice golf course/fising/hunting	11					
County seat	1111111					
FSA Service Center						
Medical facilities	111111111	11111111	1111111			
School System	111111111	11111111	11111111	111		
Best city council and mayor ever	11					
Fire Department						
Friendly, helpful business people	111					
Holiday decorations around town						
Updating of business fronts						
Multitude of services	11					
Fitness Center	111111111	11111111	11111111	11111111	11111111	11
Progressive						
Friendly, caring people	111111111	11111111	11111111	1111		
Variety of services available	111					
College education opportunties-NICC	111111111	1				
Active organizations						
Beautification projects						
Rest Homes and Assisted Living	11					
Work force						
Family events	111					
The Fairgrounds	11					
Access to state highways 9 and 63	111					
Community volunteerism	111111111	11				
Pretty town	1111					
Offers a lot for a small town	11					
Good snow removal	1					
Good street cleaning						
Parks	111111111					
Trees	11					
Community-minded banks	1					
Excellent revolving loan program						
School system headquarted in Cresco	11					
Local newspaper						
Nature Center						
Assisted living options						
Churches	111111111					
Library	11111111					
Excellent city employees						
Good leadership	1					
Clean	11111					
Nice shopping options	111					
Not too large						
Lower housing costs	1					
Located on Hwy 9						
Farmers' market						
Theater	111111111	1111				
Consignment shops						
None	1					
Close to specialized healthcare						

Easy to find businesses	1
Unique tourism sites & events	111
Multiple funding opportunities	
Smart people	
Wrestling Hall of Fame	
Bronze statues	111111
Community activities except Czech Days with Officer V	1
Downtown appeal	11
Waste and recycling pickup	11
Fareway	111
Community-minded people	1111111
Extra-large parallel parking	11
Two excellent stores (Alco and Dollar Store) that compete with Walmart	
Alco great addition but prices too high	
No community support for intown purchases	
Kids well-behaved	
Beautiful scenery	1
None	11
Need more employment	
Park & Rec	11
Parades & celebrations	1
Hwy 9 thru the edge of town a plus	
Great idea to a week of FREE junk pickup	
Opportunities for kids and sports (reasonable cost)	
Leutholds Clothing Store	
Quilt Store	
Hoines Drug Store	
Location (close to culture & healthcare)	11
Active Community Theatre Group	
Industry	
Effort to attract new businesses	1
Diversity of economy	
The potential-we need to realize we could grow and be a better community	
Community members who give time and financial support to projects	
Good post office	
Great bakery (Dough and Joe)	
No large controversies have split this community	
Real estate prices are an advantage	
Property taxes reasonable	11
Factories and manufacturing	1
Two lane highway running east and west across state	
Good childcare	
Community takes on big improvement projects and gets them done with a broad-based involvement	
Community of Cresco needs to help citizens in time of need	
Donaldson Company was but they are not hiring people back	
Clean streets	
Early Childhood Center	
Private Philanothropy	
Industry	
Leaf burning ban a good thing	
Option of attending private (Catholic) school	
Ellen Church Field	
5 Admirals	
Norman Borlaug Fest	
Affordable housing	
Few empty store fronts	

EXHIBIT C Questionnaire - Summary of Comments

WEAKNESSES

Job Opportunities	11111111	11111111	111111
City can't afford housing anymore			
Employers should have been on top of Featherlite going to Indiana			
Police discriminate	1111		
Police watch for intoxicated people at the bars	111		
Police watch for vandalism	1		
County Attorney doesn't want to prosecute vandals	1		
Losing too many jobs			
Restaurants limited	111111		
Repair streets, alleys, sidewalks	11111111	1111	
Utility bills higher than other cities	11		
Chamber of Commerce	11		
Our chamber does nothing unless it benefits a certain person			
Tourism limited	111		
Prices too high	11		
Not enough shopping selection	11111111	111111	
Transport of products limited to trucks	1		
Shopping mall outlet	1		
Not a lot to draw people in	1	1	
Aging community	11		
Younger, smarter folks moving away	111		
Diverse job market possibilities	111		
Downtown vacant buildings	1111111		
Quality store vs. discount store			
Need family clothing and shoe store	111111		
Entertainment	11111		
Barking dogs	11111		
Loud stereos			
No shared vision	1		
Not safe place to live			
School closing and cut backs=distrust in boards/personnel	1		
Lacking infrastructure for large business opportunities	111		
Too much corporate			
Highway system	1		
Attracting new businesses	111		
Employment	1111		
High housing costs	1		
City workers (don't wear seat belts, ride around in trucks & snoop on people)			
Drug arrests just get a slap on the hand			
Overall appearance	1111111		
Small town			
Distance from arts & concerts, shopping	11		
Commuting distance	1		
Don't advertise Cresco enough			
Lack of "shop at home" mentality	111		
Airport should have been improved	111		
Police protection	111		
Clothing stores that cater to the rich			
Restaurants don't stay open long enough			

Inactive Chamber with selfish members		
Chamber fees for business too high		
Lack of a quality workforce		
Cresco doesn't welcome new residents	"my welcome was a bill from the city with note saying 'pay immediately'"	
Lack of "class" entertainment opportunities	e.g., CCT	
Not enough entertainment for young people		111
Downtown stores		11111
Fire water super ... running out of water		
Hire qualified city employees, not supers' pets		
Make sure city needs so many employees		
Nothing downtown after 5pm		11
Lack of good medical care		
Losing sense of community involvement		11
Beautify main street can't see flower pots use hanging baskets		111
Seems to be a lot of sewer problems ... require installers to remedy problems		
Parents are catered to and elderly are ignored		
Nursing homes understaffed and residents deprived of necessities		
WalMart		1
More jobs for young people		1
Undeveloped business district, industrial park		1
Undeveloped tourism plan		
High taxes		11
Lower income housing areas need to be cleaned up		
Lack of dry cleaner		
Police need to fine bikers for not observing signs		
Walkers need to use sidewalk or face traffic ... hard to see at night		
Nothing for senior citizens to do		
Closed-mindedness of city leaders & planners		1
Jobs for women, college-educated		
Need to go back to four-lane highway		11
Storm sewers need work--no flooding		111
Need a rotation order for street repair		
Don't raise taxes		
Fitness Center needs longer hours		
School needs more parking area		
Need police screening		
More focus on security less on citations		
High tax base		11
Poor highway system		11
Street repair		111
No curb and gutter on some streets		1
Too much emphasis put on ball parks and not enough on parks like Balk Park		
Need outdoor pool		11
Need roads for bike trail		1
Location		11
Population		111
Police need to give more tickets		
South entrance to town not very pleasant		11
Mainstreet shops too far apart		1
Cresco water tastes bad		
No hiking trails		
Not enough retail stores		11

Too many thrift stores	11	
Businesses are struggling to survive (ten or so)		
Fireworks on New Years Eve		
Aging population with limited income		
Opposition to change & invest in community	111	
Individuals in leadership positions afraid to make tough decisions		
No availability of medium income homes (130K-180K)		
A town our size should be able to support more businesses	1	
One one small grocery store not opened on Sundays	11111111	111111
Local newspaper seems biased		
Poor city employees		
Poor police force		
Some stores not open on Saturdays	1	
Winn Coop (get out of city limits)		
Need more retail promotions	11	
Little involvement in city issues except to gripe		
Hard for new comers to get involved		
Lack of yellow pages for local services		
Coaches at school arrogant (volleyball) too much politics	1	
Not enough stores to shop in town at	1	
Ugly power lines and gravel entrances along Hwy 9		
Too many steel sheds/buildings along Hwy 9 not appealing	11	
Need to promote our town and all that's good in it	1	
Lack of small industry	1	
Store hours not consistent	11	
Better community center	1	
Water/sewer bills most expensive in the area	1	
Lack of transportation due to small size	1	
Residents do not support hospital and clinic		
Restaurants that serve breakfast		
Some homes not kept up	11111	
Upscale restaurant		
Lower welfare benefits		
Landlords need to be responsible for their tenants	11	
Wages too low	1	
Howard-Winneshiek income surcharge tax	1	
We need another grocery store that does not sell liquor		
No traffic signs at intersections		
Not enough restaurants--too many pizza places		
Teachers typically do not buy in town--paid by taxpayer dollars should support and set example		
Healthcare		
Downtown merchants are negative		
Parttime jobs don't allow for benefits		
Complancy of how it's always been		
More informative signage is needed around town		
Variety of businesses		
Need consistent medical clinic hours		
No river		
No railroad		
Youth loiter at the Fitness Center		
Distance to larger cities		
Weak city ordinance regarding upkeep of residential property		

EXHIBIT C Questionnaire - Summary of Comments
OPPORTUNITIES

Need new businesses	11111111	11111111	1111111
More efficient police force with laws enforced	1111	1	
Removal of unwanted, unused housing (trailer court)	11111111	111	
Tea House			
Business need to pay better/better benefits	11		
More community events for all ages			
Income levels	111		
Family nights			
Resurface tennis courts			
Grocery Store (HyVee)	11111111	11111111	
Lower taxes	1		
Lack of coordinated volunteer program within school & community			
Good quality job opportunities	11111		
Entertainment center that will accommodate 2-4000 people			
Add a community garden			
Get the mexican restaurant back	11		
More groceries at ALCO			
Need more work on recreation trails	1		
Development of Borlaug Fest			
Develop retail market			
Need more attractive employment opps	111	(esp for women)	
Restore downtown to 1890s	1		
Expand bike/other trails	11		
Add a sand beach at Vernon			
Outdoor pool/aquatic center	11111		
City is doing a good job			
Make Vernon bike trail safer	1		
Go after more grants & gov't money			
Have leaf pickup			
Perhaps add one or two police			
Advertise college more	1		
Use NICC to create more jobs			
More active tourism promotion	11111		
Clothing store			
Encourage the startup of a microbrewery			
More paved roads on the outside edges of city			
Attract families			
Implement suggestions from this initiative			
Get young adults & new residents involved in community	1		
Need more places for Sunday early meals & noon lunches			
Place for skateboarding			
More entertainment	11		
More things for adults			
More dining/restaurant options	11111		
Some place to dance			
Keep stores open until 8:00 or have consistent time for all	1		
Get good doctors	1		
Set family-oriented goals for volunteerism to build city spirit			
Accessibility to services for elderly and disabled			
Develop comprehensive tourism strategy			
Develop business district/industrial park	1		
Develop housing area			
Develop betterment plan for downtown/Hwy 9	1		
Clean up residential areas	1		

Provide more land to build homes	
Tear down blighted homes	
Need used book store	
More open-mindedness about potential businesses and retailers interested in city	
Neighbor crime watches	
Create volunteer community with Cresco Buck rewards	
Reduce tax base	
More job opportunities	11111
Expand tourism	1
Promote school system	
Arcade for Kids	1
Regular racing on Sat-Sun nights	
Need people to buy local-city workers included	11
Longer hours at the Fitness Center	
More rental units with reasonable rates	11
More parks	
Retain current businesses	1
Commuter shuttle to Rochester	
Competitive prices for good and services	
Cut taxes at City and County level	
More choices for recreation	
Have police walk the beat or ride bikes	1
Skate park for kids	1
Hire motivated city employees	
I am satisfied	1
A fun, safe place for kids	11
More population	
Winneshiek Coop = pollution/filth	
Develop yellow pages of local businesses	
More attention to trees	
Establish a beautification/energy efficiency commission	111111
Look at demographics of city and changes over time	
City-wide WIFI	
School image is low	
After school activities for kids	
Work with businesses, school, chamber to better prepare existing work f	1
Bury Power lines	
Provide incentives and suggestions for businesses to improve their property	
Tax base growth	11
Lower property taxes	1
Need street repair (desperately)	1
Listen to citizens and address the good and bad	
Its not one thing that will make Cresco better but a thousand small issues	
Airport expansion opportunity lost	
People need to be accountable	
College educated kids-no job opportunities or not high enough pay	11
Need a another grocery store	1
Home buyer incentives	1
Affordable and decent apartment rentals	
Keep infastructure up to date	1
Diversity of jobs	
More economic development	
More businesses on Hwy 9 - open lots	
Mexican food restaurant on Hwy 9	
Need more housing	1
Place to sell organic/gluten free foods	
Shoe store	

Connect bike trail to Decorah, MN
More music/cultural events
Miniature golf
Cresco does not have any advantages over other communities
Motivation to spur homeowners and businesses to improve CURB appeal
Lumber company needs to reduce prices and expand hours
Need to accommodate horse hitching
Empathetic police chief
Locate farmer's market in accessible location
Better way for power chairs and walkers to access sidewalks from street
Healthcare options and affiliations
Hospital and Fitness Center affiliation for therapy use

EXHIBIT C Questionnaire - Summary of Comments
THREATS

Less patrol of drinking			11		
Having more meetings = jobs					
Breakins/vandalism/crime		11111111	11111111	11111111	11111111
County Attorney			111		
Only one grocery store			111		
Lack of quality shopping			111		
Streets in bad shape					
Too many immigrants & illegal immigrants			11111		
Water lines will need replacing					
Traffic signs are old/faded					
Drug Use "druggies know that Howard County is Easy Street"		111111111	11111		
Underage drinking					
Loss of job and market			11111111	1111	
Too many house for sale too long					
Police department			11111	(talk to girls too much)	
Curfew not enforced			11111		
Maintain water & sewer systems			11		
Need a sober cab in town					
Make people clean up trashy yards			1		
Transients			1		
Highway patrol harrassment					
Updating infrastructure					
Loss of job economy layoffs			1111111		
Police should patrol where bars are					
Repeal leaf burning ban			1		
Handle the corn dust on the west side					
Bullying in the schools			111		
Juveniles out of control			11111		
Clean up unkempt homes			11		
Wrong people coming to live	(not working)		1		
Speeding on side streets					
Loss of courthouse					
Loss of hospital					
Loss of a large employer					
Loss of young people			1111		
Need a more active Chamber	("too much friction between Chamber & Econ Develop" "1 or 2 people have too much power")				
Leaders who don't keep moving forward					
Higher retail costs for basic needs					
Rent and house costs too high			1		
Enforce mowing & shoveling laws			1	("can't hardly walk in the winter")	
Low population					

City employees should wear seat belts, not talk on cells while driving, turn off vehicles when idling, not cruise around with 3 in a trk

Lack of things to do, night life					
Lack of good medical care					
More youth activities					
Education system			1		
Community too "clique-y"					
Lack of understanding of needing to work with surrounding region					
Continued decline in housing appearances			11		

Rising property taxes	11
Barking dogs	111111
Stray cats	
People need to be comfortable talking to each other (on issues)	
Need younger people to get involved	1
Retail business is tough and needs to emphasize service	
Appearance of businesses	
Not enough lighting around town	
None	
Lack of interest by younger and general population	1
Too many kids out "milling" around	
People parking on wrong side of the street and making u-turns on main street	
Water is bad	
Getting expensive to live in Cresco highest for population in area	
Even if we lost 1 manufacturing company, it would hurt our community	1
Police indifferent to certain crimes	
Lower taxes and reduce City budget	
Not enough parking at schools	
Inappropriate police actions with case thrown out due to romantic affair	
Hire better city employees and check references/criminal records	
Need jobs and income	
Cresco Technology--smell and noise	
Businesses that attract professionals not just factory workers	
Lack on consensus on the direction of Cresco	1
Too much welfare	
Not enough police patrol	1
Not enough punishment for crimes	
Main Street dying	
Odors-source needs to be found	
Go green with more recycling and energy saving	
One gas station needs to sell E-85	
People need to take care of their own families	
Need competition to survive	1
Property taxes increased 15% but our wages did not	
People putting gravel and rock over entire lot, not painting, putting up inappropriate fencing	
Disrespectful teens	
Manure stink throughout the town	
Dogs roaming loose through the day	
Bicycles on sidewalk downtown	
Reduced agriculture families	
Thanks for not allowing leaf burning	
People that live here don't shop here much	
Water bills too high	
Wishes, needs, desires of the common people are not heard	
People standing in front of businesses smoking	
Property values decreasing	
Enforce commerical and zoning laws	
Better traffic enforcement	
If you work in this community, you should live in this community	
Committee deciding major matter like releasing Randy Mashek from chamber duties	

EXHIBIT C Questionnaire - Summary of Comments
ONE THING TO DO OR STOP

Walking street patrols		
Local companies meet and set goals		
City workers need to use taxpayer money more wisely		
Community members shopping out of town (CIDC)		
Plan a secure future for Cresco	1	
Restore right to burn yardwaste	11111	
Street surfaces	11111111	1111
Limit term of duty for offices		
Summer activities/parades		
Removal of historical property		
Enforce bicycle safety obeying traffic signs		
Police the care of homes	11	
Bring in new industry	1111	
Add snow fence on W 3rd St		
Westside pave 12 St to 139		
Sponsor an afterschool program		
Change burned out street lights	1	
Keep alleys in better repair		
Dogs noise	111	
Consistent night for stores open		
Promote expansion of businesses	11111	
Attract small businesses		
Police harrassment		
Ditch Mediacom		
Hire qualified police & pay them better	1	
Enforce all ordinances	11	(sidewalks, junk cars, abandoned houses, etc.)
Plant trees		
Address drug problem		
Continue movie theater		
Snow ordinance that makes sense		
Stop tolerating vandalism		
Remove "blighted" areas		
Keep infrastructure as current as possible	11	(poor infrastructure-fence around dishes behind Hansons)
Support economic growth	11	
Work within confines of budget		
Create a loan fund for the improvement of business store fronts		
Reputation that police are looking for drunk drivers		
Borlaug attraction in Cresco		
Bad water bill timing	"11 days to pay a bill or disconnect is deplorable. There is not a business that operates in this manner."	
Improve sidewalks		
Allow snowmobiles to access town and bike trail		
Baler for leaves instead of bagging them		
Law enforcement is outrageous	1	
Entertainment center		
Services are great	1	
Change some city codes		
Conserve ... do we need 3 water dept employees?	1	
Curbside recycling pickup	1	
Lower water bill		
Family fun nights are great	11	
Enforce loose dog ordinance	1	
Enforce curfew	11	
Bike trails are good but enough, put money elsewhere		
Free transportation/taxi		

Less discrimination against the childless needy
Indoor hockey rink all year
Flush the hydrants when there aren't leaves in the gutters
Put two police on night patrol instead of one to control vandalism
Work better with county and surrounding communities
Stop raising taxes 111
Collect yard waste weekly starting in early September
Enforce junk car rules, etc. 111111
More police patrols, esp. speeding on 3rd St W
Enforce snow shoveling of sidewalks
Fix up curbs after working on them, poor grass seeding, dirt settles
Freeze property taxes after age 70
Snow removal at driveways 1
Do away with snow law
Shop for competitive bids on utilities
Make the stockyard pay drain sewer expense
Allow open fires and drinking at permitted gatherings
Many good things are being done
Need an industrial park ready to go for new businesses
Improve police departments
Those that live on chip seal streets, pay taxes and deserve what others have
Remove snow during snowfall so people can get around 1
Stop spending money on bike trails
Parking on both sides of the street 1
Large vans parking on S. Elm St in 1st block south of stoplight
Police need to keep closer eye on the bars check IDs and do breath tests
Stop wasting money on statues
Raise property taxes
Cable service is good but too expensive
More tourism efforts 1
Need another grocery store competition to lower prices
Using allies as parking space
Open the Nature Center on the weekends
Try to get by on less our incomes are limited
Improve trailer parks
Improve parking
Enforce city ordinances 1
Research other communities similar in size to Cresco
Quit wasting money
Implement a addition to property taxes to be used exclusively for street improvement
Stop hiring perverts for police officers
Special treatment to some citizens
Trying to control property owner's rights
Outdoor swimming pool
Fill empty downtown buildings 1
When cold, have employees shut off vehicles to conserve
Enforce crosswalk laws
Don't fill driveways when cleaning streets (Granger Road)
Relocate Winn Coop
Prune trees professionally
Drug trafficking-major problem
More assistance for SNAP 1
Fix sewer by H&S and A&W
Eliminate bureacracy
Keep jobs in our community 1
Better understanding/explanation of the monthly city bill
Promote and advertise our town 11

Communication
Improve farmer's market
Do a mini Ragbrai to use our bike trail
Bike trail and fitness center are under-utilized 1
Enforce leaf burning ordinance
The direct debit for utitilites is deducted way early of due date
Street sweeping more often and allow residents to sweep into the street
Too few people making too many decisions
Follow through on this survey
Keep recycling
Keep car shows and races
Children need to learn respect
Improve ice skating rink
Norman Borlaug parade earlier in the day
People put their leaves in the street and let the wind blow them
Continue to support city services-library & Fitness Center
Continue with a more proactive mayor and city council
Spending money out of town-Who pays their wages?
Consult the public for ideas and suggestions
NICC needs to invest and participate in campus development, course offerings, community commitment
Enforce the law-kids riding bikes in the street at night
No rollerblades in the middle of Elm Street
Clean up run down homes
Do not push snow into my driveway
Treat all citizens the same when they break the law
Nuisance laws too invasive
City needs to work with CIDC (Upper Story Program overlooked)
City Council and mayor need to address issues and not make excuses
Don't waste money on hanging pictures at City Hall
Pet owners need to be responsible

EXHIBIT C Questionnaire - Summary of Comments
ADDITIONAL COMMENTS

No parking on main street by workers	
Police and city workers are losing respect	
City leaders need to set good examples and make wise decisions	
Keep community safe and crime free	
Cresco is close to bigger cities/healthcare	
Bronze statues are a great addition	1
Use the abandoned pool for activities for youth/let them be responsible	
Redo sewer lines	11
Eliminating City Administrator's job (positive)	11
Hire responsible city workers, trim the fat (hire qualified not just friends of supervisors)	
Half of the hotel/motel tax $ should go to econ develop, not City Council	
Beautify the trails we have .. Trim fallen trees and brush	
Snowfest is the city's major attraction	
Horse manure needs to be cleaned up by owners	
Keep city moving or become extinct	
Restore downtown buildins, not just with siding … provide grants to help	1
Only 1 city council member will listen & return calls	
Look into what Howard County is charging state to help the needy … spread between charge & what caregivers are paid	
Help the childless needy as well as families	
Great county fair!	
Create a volunteer community service group that volunteers expertise, labor, equipment	
Community bucks for 100 hrs service	
Small, quiet, safe town	
Support hospital so people stay in town for health services	
More handicap parking downtown (especially by Hoines, Bakery & Mabes)	
Use a lottery system on street and sidewalk repair	
More shopping at reasonable prices	
Fareway too expensive need another grocery store	11
Stop raising property taxes for the low income family	
Local hospital should have more services provided through Mayo or Gundersen not so much Mercy	
What happened to all the courthouse Christmas decorations	
Work on tourism	
Have vending machines and bathrooms available at the Nature Center	
Get by with less city workers -- library has too many employees standing around	
More extreme sports at Cresco Speedway	
Reduce law enforcement personnel	
Keep Fitness Center open later at night	
Educate people about their rights	
Limit appointment of below-grade employees	
I wish we had a McDonalds and a Walmart in town	
Support for new businesses	
A better fair	
Repair streets and public structures	
No new jail	
A & W is too high and food not good	
Need outdoor pool	
Glad to see you're interested in citizen's opinions	
City guys do a great job	
Dough and Joe has no place to sit and visit	
Is Cresco prepared for natural disasters?	
Need to map out the town (We have three industrial park areas-crazy)	
Was it necessary to increase water, sewer, garbage rates? Bill increasing wages are not	1
Educated young adults cannot live and work in Cresco with livable wages and benefits	1

Reduce the number of city workers if budget allows
We create our own problems and then don't want to put time in to solve them
Garbage is being picked up before 7:00
My overall experience with city employees and elected officials is good except I was blown off by one Council Member
Christmas lights could look better along highway-Gene Aberg never had a bulb out 1
How come there is no choice about whether we want to have garbage, recycle and yardwaste
Decorah has faired much better in growth that could what could've been in Cresco
Streets do not have to be paved-other ways to repair and keep them up
Utilize outdoor sports like the Turkey River
Very little has been done for our elderly
Handle the city budget like it is your own money
Grocery competition is being kept out of town
Being part of the survey process is appreciated. It will be good to see follow-through and implementation
Police chief should not have made a comment on recent vandalism of "it could've been worse"
Bring back old holiday traditions
Great street department 11
Wind energy utilities
Install electric car charging station
Air condition schools
Business and residental fix sidewalks
No laws to punish barking dogs
House on corner of 4th and 3rd Ave has been unoccupied - needs to be removed
Need a women's health care clinic (cancer issues, etc)
People on City Council need to know how to need the City Platt and enforce it

APPENDIX D

City of Cresco Iowa

Strategic Planning Process

Personal Interviews of Cresco Residents

November 9 & 10, 2010

Conducted by
Patrick Callahan
Snyder & Associates, Inc.

Introduction

Personal interviews were conducted with residents of the Cresco area regarding the future of Cresco. The interviews were completed on November 9 and 10, 2010, by Patrick Callahan. The interviews focused on nine questions relating to recent accomplishments, concerns regarding the future, overall quality of life in the community, city services, suggestions on how to attract more business and industries, and ideas on how to encourage young people to remain or return to Cresco. There were three people who were unable to schedule interviews, but who submitted written responses to the nine questions. The following narrative is a summary of the comments that were submitted during the interview process. It is important to note that comments were listed, even if submitted by just one person.

1. Accomplishments/Positive Features

Question:
What are some of the accomplishments or positive things that have taken place in Cresco in the last five years?

* New businesses – ALCO, Cresco Motors, Hawkeye Sanitation, and Teluwut Restaurant

* Industries – Cresco Foods, Tech Expansion, and Donaldson

* Early Childhood Development Center

* Community parades and festivals

* Welcome sign on west side

* Campsite RV Subdivision – numerous comments

* Good core group of community leaders

* Great City services, especially police and fire protection

* Great City Hall personnel – very helpful

* Close proximity to great county parks and Prairie's Edge Nature Center

* New City Council is very progressive and "on track"

* Good cooperation between the City and the Chamber's Retail Committee

* City facilities – Cresco Fitness Center

* Great public and private school systems

* Local theatre group – three productions per year is remarkable

* Good hospital and medical clinic

* Number of good churches

* Numerous recreational opportunities

* Cresco is the county seat which brings people to the City

* Excellent county fairgrounds and annual county fair

* Expansion of the City's housing area

* City has a great street department crew

* Northeast Iowa Community College site is a great asset

* The statues of children make Cresco and Howard County unique and interesting

* Cresco Assisted Living Facility

* Fareway grocery store expansion

* Great small town atmosphere and wonderful place to raise children

* Good trail/hiking paths

* Elimination of the city administrator position

2. Concerns

Question:
What are some of your concerns regarding the future of Cresco? What are some things that could impede, hurt, or delay the future growth and development of Cresco?

* Loss of businesses – grocery store and the small size of remaining grocery store

* Availability of qualified employees for existing businesses in Cresco

* Industrial park is not ready for development

* Some people who have lived in the area for years still feel like "outsiders"

* Impact of national recession and loss of jobs in Cresco

* Overall and combined impact of all taxes – property, sales, and income, etc.

* Sometimes there is a "lack of communication" between the school system and the community

* "Burnout" of core group of volunteers

* City no longer has a city administrator

* Lack of more industries

* Need more social activities for senior citizens

* No "welcome reception" from the City for new business and industry

* People lack knowledge and understanding of how to seek assistance because they don't want to "look stupid"

* When the larger employers eliminated jobs, some people moved away

* School system has some issues with bullying and drugs

* School coaches should allow all students to participate, regardless of ability or skill level

* Lifelong citizens of Cresco are sometimes not open to change

* The loss of the courthouse, hospital, or a major business would be devastating

* Vandalism and recent break-ins

* Lack of skateboard park and outdoor swimming pool

* Business store hours – closed on Saturday afternoons

* Overall condition of City streets is poor

* Limited number of jobs and lack of opportunity for advancement

3. Quality of Life

Question:
What are some things that the Cresco community could do to enhance the quality of life in Cresco? Who should take the lead on these suggestions and what would be realistic dates for the completion of these tasks?

* Extend sewer lines and water mains to the industrial park

* Work with HCB &T and utilize their knowledge and expertise

* Continue to promote annual festivals

* Continue street improvements program

* Provide a dump station at the campgrounds

* Connect the bike trails to other communities

* Continue the "Friday Nights in the Park" events

* Cresco needs a "community hotline" that people can call to get answers to questions and leave suggestions

* Enhancement of recreational opportunities

* Increase the size of the current Fareway grocery store

* Construct an aquatic center or outdoor pool

4. City Role – Quality of Life

Question:
What specifically could the Mayor, City Council and City Staff do to enhance the quality of life in Cresco that is not already being done?

* Support the recent merger of the Chamber of Commerce and Economic Development groups into the Howard County Business & Tourism Organization

* Annexation Plan to "square up" and "clean-up" City boundary lines

* Extend water mains and sewer lines to the industrial park

* Investigate the City's eligibility to qualify for the State Enterprise Zone

* City needs to continue the street seal coating program

* Need long range plan for fiber optic system expansion in the City

* City needs to be more proactive on the expansion and enhancement of trails and bike paths – i.e. finish the connection to Harmony, Minnesota

* City needs to better educate citizens on "what the City does and why" in simple terms

* City Council needs to make City employees more accountable, especially City laborers

* Improve streets and sidewalks

* Loop City water mains and eliminate dead-end water lines

5. City Services Changes

Question:
Should the City make any changes to the current level of City services?

* Overall City services are great – retain status quo

* The City needs to retain the city administrator position to accomplish long term goals or at least hire a city planner

* The City needs to increase the street improvements program and install more curb and gutter streets

* The City needs to educate citizens on the work performed by the City employees so that they understand how their tax dollars are spent

* Water and sewer rates are higher than those of larger cities. Some people cannot afford to live in Cresco due to utility rates and property taxes.

* The City and County need to consolidate police protection and law enforcement into one department

6. Property Taxes and Utility Rates

Question:
Do you think the current water rates, sewer rates, and City property taxes are appropriate for the level of City services that are provided? Are there any City services that should be reduced or increased with corresponding decreases or increases in City fees?

* Consider annual allocations of hotel/motel tax money, rather than quarterly reviews and allocations

* Water and sewer rates are "fair" for the level of service provided by the City

* City services are good, but the City needs to do a better job of explaining how property tax dollars are spent

* Sewer rates were higher than expected, as compared to their previous city of residence

* City needs to conduct a water and sewer rate analysis and do a comparison to West Union, Osage, New Hampton, Waukon, etc.

* Rates seem reasonable compared to other cities of similar size

7. Future Programs

Question:
Are there any long-term programs or projects that the City or the community as a whole should pursue in order to make Cresco a better place to live, work, and play?

* Tourism Promotion – the community needs to continue to promote Cresco as a tourist destination for such things as trout fishing, trails, historical sites, festivals, etc.

* Be realistic and prudent in our approach to new programs

* Continue to maintain contacts with the smaller communities in Howard County and be happy about their success stories

* City beautification program – improve the overall appearance and entrances to the City

* Promote and enhance the annual festivals and events

* More community projects like the County Store

* Cresco needs a "spec building" to market and attract new businesses or industries

* Cresco needs a Beautification Committee with the power to better coordinate colors and styles of such things as benches, bike racks, trash cans, etc. located in the community

* County needs a "safe house" for victims of spousal abuse, which could be funded with state money and operated by non-profit organizations, along with a mentoring program for young people.

* County has a great trail system, canoeing opportunities, fishing, and festivals, but needs to do more to promote itself

* Cresco needs to promote the community as a great retirement location with a lower cost of living

* Cresco needs an annual seminar on housing options

* Need better signage for the industrial park and downtown areas

* Community needs a "weekend clinic" for minor medical problems

* Restore the old store fronts in Cresco

* Place plaques on buildings in the downtown area to explain the history of the building. Make them uniform and recognizable and include pictures.

* Prepare a display of pictures showing downtown buildings that were removed over the years

* Provide a "community spokesperson" or historian in the log cabin to meet and greet visitors on the weekends from May to September. This person could pass out "coupons" for Cresco businesses.

* Open a German/Irish Heritage Center and Museum

* Start an Irishfest and Germanfest event and alternate every other year and encourage business people to dress with the themes

* Paint and dress up the windows in downtown buildings for the events, seasons, and festivals

* Provide assistance to developers on streets in new subdivisions

* Continue the expansion of trail system and connect to other communities

* Clean up some of the residential properties that are nuisances

8. Business Incentives

Question:
Do you have any suggestions on how to encourage businesses to locate to Cresco?

* Partner and utilize the HCB & T as much as possible

* Pursue many small businesses, rather than trying to "land" one large company

* Focus on small industries, especially ones that will hire women

* Get booths at the Iowa and Minnesota State Fairs and promote Cresco as a place to live and open a business and as a tourist destination

* Focus on existing industries and encourage expansions

* More shopping opportunities and store hours need to be extended

* Provide an incentive package for new businesses, such as free land

* Turn the airport into a business park

* Lower the property taxes in order to entice businesses to Cresco

* ISU did a study on Howard County that referenced the fact that Howard County was 3rd "poorest" in the state. Perhaps, these numbers may help Cresco qualify for funds to improve the quality of life, which would encourage young people to remain in Cresco

* Business incentives – TIF tax rebates, free land, and revolving loan fund. (contact Rock Valley for examples of such incentives)

* Update traffic counts on Highway 9

9. Retaining Young People

Question:
How can Cresco encourage young people to remain in or return to Cresco?

* Explain benefits of living in a small community

* Continue efforts to get more jobs, especially higher paying jobs

* Enhance the communication between the high school and NICC to show young people how they could be trained for employment in Cresco

* Promote Cresco as a great place to raise a family, because of the school system and overall quality of life

* Enhance the quality of life with such things as an outdoor pool and youth center

* Promote the Silver Cord Program and possibly expand it to the junior high school

* Education programs or partnerships connecting businesses and schools, such as the CHS Educational Bank Program.

* Provide incentives to young people to move to Cresco, such as free passes to the Fitness Center, free water for one month, etc.

* Howard County needs a place where people can learn how to get back into the workforce

* Encourage businesses to provide internships for young people

* More after school programs for latchkey kids

* A quarterly job fair so that employers can meet perspective employees

* A young business leader group, like North Liberty

* Retired business people need to reach out to young business people to help mentor them

* A shuttle service to Rochester so people can live in Cresco

* Establish a home ownership program with discounts on utilities and property tax abatements

APPENDIX E

City of Cresco, Iowa

Summary of City Department Head Comments

Personal Interviews – City Department Heads

November 10, 2010

Conducted by
Patrick Callahan
Snyder & Associates, Inc

Personal interviews were conducted with the City department heads on October 28 and November 10, 2010, by Patrick Callahan. The interviews were 20 to 30 minutes in length. The primary purpose of the interviews was to gather information regarding the long-term needs and objectives of the City departments. The interviews provided the City's consultant with background information regarding the major infrastructure needs of the city. The consultant had a tour of the community conducted by Rod Freidhof, the Public Works Director. The consultant was also given personal tours of the Public Library, City Hall, Fire Station, Wastewater Treatment Facility, Street Shop, Fitness Center, and Law Enforcement Center.

The following is a summary of the City department heads' comments and the consultant's observations:

Fire Department

1. The Fire Station is an excellent double bay facility that has been well maintained.

2. The City has an aerial/pumper truck that was purchased in 2002 for about $410,000 and was recently paid off.

3. The rescue squad truck is a very small unit compared to units in other fire departments.

4. The City and the Rural Fire Departments each pay their own operational costs.

5. There is a need for a written 28E agreement between the City and the Rural Fire Board that defines the working relationship between the two entities. Alternatively, the combination of the two departments should be considered.

6. The Rural Board rents bay space for its trucks from the city for $4,800 per year, which includes all utilities.

7. It is estimated that on average about 60% of the fire calls or responses originate in the rural areas.

8. Both the Rural Board and the City will each need to purchase a new pumper truck in the future.

Police Department

1. The City Police Department employs seven full-time officers (including the chief) and two part-time officers. Each full-time officer is assigned a vehicle.

2. The Law Enforcement Center Communications Center is jointly occupied by the City of Cresco and Howard County and the costs are split on a 50/50 basis.

3. The Law Enforcement Center is presently too small for the needs of the two departments. A $7.8 million general obligation bond issue to finance an expansion will be presented to both the City voters and the County voters in November, 2011.

4. The two general obligation bond issues will each require 60% approval votes.

5. The Police Department's annual budget is $263,000 and the City's share of the Law Center/Communications Center Budget is about $150,000 per year, for a total annual City cost for law enforcement of $413,000.

6. There is a good working relationship between the Sheriff's Department and the City Police Department, and they share personnel and equipment.

7. The Police Department also has a good working relationship with the school system.

8. The City has been replacing equipment as needed in the Police Department. The communication radio and handheld units will need to be replaced in 2011.

9. The current police chief may retire in 2011. The salary for the position is $44,000 and may need to be increased to attract qualified applicants for the chief's position.

Wastewater Treatment/Sanitary Sewer System

1. The current wastewater treatment plant (WWTP) is very neat and clean and appears to be well maintained.

2. The City is currently building a new 500,000 gallon sludge storage tank at the WWTP.

3. Many of the components at the WWTP are 25 years old and will need to be replaced in the future.

4. The City operates five sanitary sewer lift stations, which is a significant cost for electricity and maintenance. Standby generators are needed at the lift stations.

5. There are numerous sanitary sewer and wastewater projects identified in the capital improvements plan.

6. There has been some discussions regarding the installations of wind turbines at the WWTP, but the return on investment is questionable without grant money.

7. The City will need to extend the sanitary sewer lines and install another lift station to provide sewer service to the industrial park.

8. The City needs to consider an expansion of the WWTP in order to serve new industries and meet the future needs of existing industries.

9. The City needs to review and update the written agreement with Cresco Food Technologies regarding the pre-treatment of wastewater coming from the industry.

10. It is estimated that about 40% of the households have sump pumps or downspouts connected to the sanitary sewer system. The City needs to do the following:
    - Educate the residents and plumbers about the need to disconnect sump pumps and downspouts.
    - Continue the smoke testing of sewers to locate connections.
    - Send letters to residents and provide a 90-day notice on disconnections.
    - Inspect each household to verify the disconnection.
    - Re-inspect, as needed.

11. The City needs to require grease traps in food preparation businesses and then conduct inspections for compliance.

Water Department

1. The City needs to renovate the waterworks building or build a new structure.

2. The City has a 500,000 gallon water tower/tank, plus a 250,000 gallon water reservoir, but the latter leaks about 11,000 gallons per week. The City also has a 100,000 gallon tower/tank for additional storage, but it is shut down in the winter time.

3. The overall water consumption in the community has been declining, especially the industrial usage.

4. There are many old water mains that need to be replaced, as noted in the capital improvements plan.

5. The City needs to replace many of the 4" water mains with 8" lines for fire suppression purposes, whenever financially feasible.

6. There are several deadend water mains that should be looped to improve the quality of the water and to enhance fire protection.

7. There has been some discussion regarding contracting out for water main break repairs, but some city employees question the need for contract services, since they will still need to be present to locate the water mains and oversee the work. The city averages six to eight water main breaks per year.

8. The City needs to conduct a water and sewer rate analysis on a bi-annual bases to make sure that revenues are sufficient to finance maintenance and repair costs.

9. The department intends to complete the water meter change out program (to remote-read meters) this year.

10. The City recently installed new controls for the water system.

Street Department

1. The City had a street paving program that was usually financed with 50% city money and 50% special assessment, but that program was halted in 1988.

2. The City re-instituted a street improvement program in 2010 and financed the street construction portion of the project cost with a 50/50 split between City funds and special assessments.

3. The City needs to continue the street seal coating program using City equipment and 12,000 gallons of oil.

4. Prior to making any street improvements the City should always check the condition of the underground utilities and make repairs prior to the start of street construction.

5. The City's snow removal and street cleaning efforts have been good and should continue, but the City needs to enforce the regulations on shoveling and blowing snow into City streets after the City has plowed them.

6. The City recently purchased a new Elgin street sweeper and has been replacing equipment, as needed.

7. The City has been providing a brush pick-up service since 1990, but the Department may need additional personnel to meet the expectations of citizens.

8. There are numerous ash trees in the city right-of-way that will eventually need to be treated or removed at a significant expense to the city.

9. There are areas in the city that need street extensions to prepare the community for future growth and development.

10. The ideal direction for growth in Cresco is northwards due to the closer proximity to the wastewater plant.

Parks and Recreation Department

1. The City has two ball fields, but East Park needs new bleachers.

2. The Cresco Parks Board and City Council have a good working relationship.

3. The Department has a mower rotation program and replaces the equipment on a four-year cycle.

4. Trucks from the other City departments are passed down to the Parks and Recreation Department, which has been a great savings.

5. The Parks and Recreation Department has a great working relationship with the other city departments.

6. Many improvements in the City parks have been financed with grants and/or local option sales tax money.

7. The indoor ice skating rink needs some repairs.

8. Many of the Parks and Recreation Department's needs or projects are noted on the capital improvements program, but there are no cost estimates.

Fitness Center

1. The Center was built in 1997 and currently has 660 members.

2. There is a concern regarding the declining number of paid members at the Center.

3. The Fitness Center usually needs $35,000 to $50,000 in property tax and local option sales tax dollars in order to remain open.

4. An energy audit was recently completed and funding is needed to implement the recommendations. Many of the proposed energy improvements have good estimated returns on investment.

5. A recent study was made regarding the addition of an outdoor swimming pool or water park. The annual subsidy for operation costs of a water park could be $60,000, which would be very difficult to cover, because the City has already reached the $8.10 per $1,000 property tax limit. Some other City services would need to be eliminated in order to cover this subsidy.

Public Library

1. The current library was remodeled and expanded in 1991.

2. There has been a significant and continuing storm water infiltration problem in the basement that has not yet been solved.

3. Since the City has seen an increase in the transient population, there has been more of a problem with the timely return of books and movies.

4. The Methodist Church has been helpful to the Library and has provided meeting space for the overflow crowds for various programs at the Library.

5. The computers at the Library are used extensively and typically have a life expectancy of five years. As a result of the growing demand for internet access, the cost for equipment and technical support has been increasing.

6. The City gets $33,000 in financial support for the library from Howard County on an annual basis.

General Comments

1. There has not been much discussion regarding future annexations. There are businesses on the east and west sides of Cresco that have water and sewer service and they should be annexed into the City. Water and sewer customers located outside the City limits pay double the rate, but perhaps this ratio should be increased in order to encourage voluntary annexation.

2. Whenever a City employee is called out to make repairs to water and sewer lines and equipment caused by the owner's negligence, the property owner should pay for the call-out time.

3. While there has been some discussion regarding the combining of the water and sewer departments, the current arrangement seems to be working. The two departments share equipment and personnel, as needed.

4. The City's subdivision ordinance should require easements for private utilities adjacent to the right of way. It is becoming increasingly difficult to find space in the right of way for the city utilities.

5. Whenever a sidewalk in the right of way is removed, the adjacent property owner should be required to replace it within a specified period of time.

6. State officials should be urged to increase the gasoline tax in order to provide additional funding for street repairs.

7. The City needs to review and possibly adjust water and sewer rates on an annual basis. Regular rate adjustments should be built into the current ordinance and billing system.

8. The City needs to enforce the nuisance abatement ordinance in order to maintain property values and maintain the overall good appearance of the community.

APPENDIX F

City of Cresco Iowa

Cresco Public Forum - Strategic Planning Process

Summary of SWOT Analysis

November10, 2010

Facilitated by
Patrick Callahan
Snyder & Associates, Inc.

Public Forum Review

The City of Cresco conducted a public forum on November 10, 2010, to obtain the comments and suggestions of local residents regarding the long-term growth and development of the community. As a part of the strategic planning process, the fifty-two people, including the Mayor and City Council members, who attended the public forum were asked to break into small groups to conduct what is commonly called a "SWOT Analysis". Participants in the process were asked to discuss and identify the strengths, weaknesses, opportunities and threats facing Cresco. The small groups were asked to respond to these four questions:

1. Strengths – What characteristics of Cresco give it an advantage over other communities?

2. Weaknesses – What characteristics place Cresco at a disadvantage when compared to other cities?

3. Opportunities – What could be done to make Cresco a better place to live, work, and play?

4. Threats – What issues, trends, or problems have the potential to adversely impact the overall quality of life in Cresco?

There were six small groups that discussed and recorded their comments regarding these four questions. The following is a summary of responses from these six groups:

1. Strengths

* Excellent school systems – public and private

* Cresco Fitness Center/indoor swimming pool

* County seat in Cresco

* District FSA Office

* Critical care hospital/clinic

* Good selection of churches

* Early Childhood Development Center

* County fair and fairgrounds

* Location for industrial expansion

* Good mix of businesses and service providers – strong and balanced

* Great volunteer and community spirit

* Trees

* Prairie's Edge Nature Center

* Economic development/Chamber of Commerce staff

* City Hall staff

* Philanthropy – donations for projects

* Numerous recreation opportunities – hunting, fishing, bike/snow trails, golf course, parks

* Great community college – NICC Cresco Center

* Good range of ages in the population

* Small town atmosphere and friendly people

* Isolated location, but still close in proximity to local hub cities. i.e., 60 miles from Mason City

* Exceptional public services – library, fire protection, parks, theatre, senior meal site, etc.

* Community team work and pride – people pull together to accomplish projects or events with good follow-through

* Appealing downtown area

* Safe living environment for families

* Industrial base with job opportunities

* Unique mix of tourism sites and events – Iowa Wrestling Hall of Fame, home of Norman Borlaug, and home of five navy admirals

* Unique education programs – Silver Cord and Dollars for Scholars

* Many funding opportunities for businesses – Intermediary Relending Program (IRP) & The Revolving Loan Fund (RLF)

* Recycling center

* Local theater group

* Good east/west highway route with good traffic count

* Strong local financial institutions

* Good business support of the agricultural sector of the local economy

* No part of the City's housing is in really bad shape

* There is really no "bad section" of the community

2. Weaknesses

* Aging infrastructure – streets, alleys, sewers, water mains, & sidewalks

* Significant distance from large metro area – somewhat isolated in relation to rest of Iowa

* Lack of recreational opportunities for the youth. i.e., no outdoor pool

* No convenient recreational vehicle dump sites or park sewer hook-up locations

* No major "draw" to the area or tourism niche

* County seat is not in the center of Howard County

* No grocery store open on Sundays

* Limited selection for local shopping opportunities – lack of choice

* Industrial park not yet ready for immediate occupancy – need water and sewer lines

* Youth – retention and involvement

* Ash trees

* Rental housing opportunities are limited

* Community does not react to the future in a timely manner

* Communication with other communities is limited

* Limited number of industries that pay a living wage

* Need a nice senior center like the one in Ridgeway

* Need a gathering place for young people – possible addition to Fitness Center

* Airport needs improvements

* Hospital is not associated with hospitals in La Crosse or Rochester

* Trails do not connect

* Lack of an aggressive marketing effort to get people to move here and promotion of tourism attractions

3. Opportunities

* Retain the youth and utilize the young adults

* Develop marketing/tourism niche – local and outside the area

* Municipal utilities – cable, telephone, and infrastructure

* Develop industrial park with utilities and streets and promote it

* Identify funding opportunities with the help of a facilitator

* Attract small businesses and increase wage base

* Invest in rental units and buildings

* Community teamwork to create an image

* Expansion of NICC programs – develop a partnership

* Encourage City residents to "buy local" whenever possible

* Set up booths at state fairs to show community strengths and attractions

* Expand facilities at the Nature Center and campgrounds – i.e., dump station

* Build a community center for both senior citizens and young people, i.e., dance hall or recreation outside school activities

* Connect the bike trail to Lanesboro and south to Great Wapsi

* Strict enforcement of nuisance abatement laws

* Promote the "small shop" atmosphere in the downtown/Elm Street area, i.e., signage on Iowa Highway 9

* Promote additional commercial development along Iowa Highway 9

* Greater variety of fast food restaurants

* Expansion of the bike trails and better signs for the trail system

* Development of a plan to market Cresco to young people to move to the community

* Fitness Center expansion and updating

* Assisted living facility

* Expansion and enhancement of the Farmers Market

* Beautification opportunities

4. Threats

* The slowed economy – dependence upon agricultural economy

* Potential loss of county seat due to consolidation of county services

* Potential loss of any major employer or industry and corresponding loss of jobs

* Loss of population due to decline of employment opportunities or out-migration of young people

* Loss of loyalty to local businesses due to availability of products on the internet

* An ever aging population

* Decline or loss of educational opportunities or options

* Loss of control on enforcement of drug laws

* Lack of enforcement of nuisance laws

* Too many people with "sidebars", instead of focusing on community goals

* Adverse publicity about the community

* Some residents' lack of respect for each other

* Potential loss of hospital due to consolidation of medical services

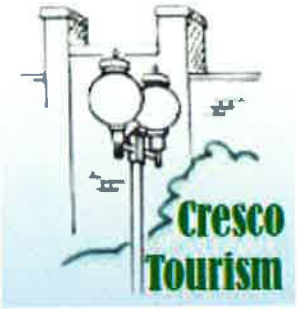
* No plan for obtaining more jobs and expanding the local economy

* Lack of future leadership

* Lack of better vision for Cresco – geographically and philosophically

* Bad roads and bridges

* Lack of control over taxes and expenses



APPENDIX G

Summary of Recommendations

Cresco Public Forum – Strategic Planning Process

November 10, 2010

The Cresco residents who attended the public forum on November 10, 2010, were asked to conduct the Strength/Weaknesses, Opportunities/Threats (SWOT) Analysis in order to prepare for the "main event" or primary purpose of the meeting. The main objective of the public forum was to ask local residents to identify those actions that could improve the overall quality of life in Cresco. The participants in the small groups discussed and then answered this basic question: **"What actions or projects could be implemented to enhance the quality of life in Cresco?"**

After the small groups had completed their discussions, each group was asked to review and explain their recommendations. The recommendations were modified and refined to concisely state the intent of each recommendation. Since some of the recommendations from the six groups were very similar, many suggestions were combined in order to eliminate the duplication. The statements that best described the recommendations were retained. After this consolidation process was completed, there were a total of 24 recommendations that remained.

The participants at the public forum were invited to rank or prioritize the 24 recommendations. Each of the participants were given five "sticky dots' and advised to place one dot next to those recommendations that should be in the "top five" priorities in their opinion. There were 46 people who participated in this voting process. The results of the vote are summarized below.

VOTING ON RECOMMENDATIONS

Recommendations	Votes
1. **Better Tourism Process/Marketing** * Promotion of Norman Borlaug, Conservation & Recreation * Booth – Iowa & Minnesota State Fairs * Bigger Promotions – include clubs * Niche Attractions – Quilting & Antiques	**29**
2. **Basic Infrastructure Improvements** * Expand utilities to Industrial Sites * Repairs & Replacements of water & sewer lines	**28**

3. **Small Manufacturing /Job Creation/ Business Opportunities** **27**

4. **Youth Involvement & Focus** **23**
   * Focus & market to youth
   * Include young families in events
   * Promote positive pastimes for youth by identifying their needs
   * Splash pool

5. **Street Improvement Program** **22**
   * Pave one mile of street per year (or as much as possible)
   * Install utilities as needed
   * Assess less cost to residents
   * Fund more with general taxes

6. **Hospital Affiliation** **17**
   * Change affiliation to Mayo or Gunderson

7. **Networking of Organizations** **14**
   * Howard County Business & Tourism
   * City of Cresco
   * Northeast Iowa Community College
   * Howard County

8. **Solid Vision for City Expansion** **10**
   * Industry
   * Housing
   * Infrastructure

9. **Better Use of Tax Dollars** **7**

10. **Grow the Howard County Business & Tourism Organization** **7**

11. **Advertise & Promote Cresco** **7**

12. **Citizen Accountability** **7**
    * Determine mechanism for holding individuals accountable who live in the community, but do not participate in community efforts to solve problems.

13. **Establishment of City/Community Foundation** **6**

14. **Downtown Signage** **5**
    * Place signs on Iowa Highway 9 advertising downtown businesses

15.	**Educational Opportunities**	**4**
16.	**Tree Maintenance Program** * Prune * Plant * Inoculate	**4**
17.	**Expand Bike Trail System**	**3**
18.	**Build Community Center For All Ages**	**2**
19.	**More City-Owned Utilities & Services** * Cable Television * Internet Service * Natural Gas * Electric Service	**2**
20.	**Activities For Adults**	**2**
21.	**RAGBRAI** * Apply More Often	**2**
22.	**Business Plan For Cresco** * Provide direction – Living Document	**2**
23.	**Sidewalk Improvement Program**	**0**
24.	**Unify Retail**	**0**

APPENDIX H

City of Cresco, Iowa

Action Plans – Goals and Objectives

March 7, 2011

In order to accomplish the goals and objectives set forth in this strategic plan, the Mayor and City Council reviewed and approved individual action plans for each goal. The action plans identify the tasks that will need to be completed, the lead person or entity, the proposed start date, and the anticipated date of completion for each goal and objective. These action plans will be reviewed on a quarterly basis to monitor the City's progress, to assess the need for modifications, and to ensure that the projects or programs are completed.

The following is a summary of the action plans for the nineteen goals and objectives that were selected as a part of the City's strategic planning process:

Project Description	**Proposed Start Date**	**Anticipated Completion Date**	**Lead Person**
Annual Seal Coating Program	January, 2011	July, 2011	Rod Freidhof
Street Improvement Program – Street Assessments	February, 2011	August, 2012	Rod Freidhof
Sanitary Sewer System- Grease Traps	February, 2011	November, 2011	Rod Freidhof
City Website Enhancements	March, 2011	August, 2011	Denise Sheehy
Communication to Citizens	March, 2011	August, 2011	Mark Bohle

Project Description	Proposed Start Date	Anticipated Completion Date	Lead Person
Capital Improvements Plan	March, 2011	November, 2011	Michelle Girolamo
Water Main Loops	May, 2011	May, 2017	Rod Freidhof
Nuisance Abatement Program	April, 2011	October, 2011	Rod Freidhof
Energy Audit Implementation	April, 2011	April, 2014	Michelle Girolamo
Police & Sheriff Departments Merger	May, 2011	November, 2011	Mark Bohle
Fire Station Expansion	April, 2012	September, 2014	Neal Stapelkamp
Annexation Study	May, 2012	April, 2013	Rod Freidhof
Airport Study of Alternate Uses	July, 2012	October, 2012	Rod Freidhof
Industrial Site Analysis	July, 2012	November, 2013	Rod Freidhof
Sanitary Sewers – Sump Pump & Downspouts Disconnection	October, 2012	April, 2014	Rod Freidhof
Storm Water Drainage Study	June, 2013	June, 2016	Rod Freidhof
Sidewalk Inspection & Enforcement Program	November, 2013	November, 2018	Rod Freidhof

Project Description	Proposed Start Date	Anticipated Completion Date	Lead Person
Housing Incentives Study	March, 2014	March, 2015	Michelle Girolamo
Fiber Optic System Study	January, 2015	January, 2016	Mark Bohle

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1.Annual Seal Coating Program	January, 2011	July, 2011	Rod Freidhof
2. Street Improvement Program – Street Assessments	February, 2011	August, 2012	Rod Freidhof
3. Sanitary Sewer System- Grease Traps	February, 2011	November, 2011	Rod Freidhof
4. City Website Enhancements	March, 2011	August, 2011	Denise Sheehy
5. Communication to Citizens	March, 2011	August, 2011	Mark Bohle

Project Description	Proposed Start Date	Anticipated Completion Date	Lead Person
6. Capital Improvements Plan	March, 2011	November, 2011	Michelle Girolamo
7. Water Main Loops	May, 2011	May, 2017	Rod Freidhof
8. Nuisance Abatement Program	April, 2011	October, 2011	Rod Freidhof
9. Energy Audit Implementation	April, 2011	April, 2014	Michelle Girolamo
10. Study Committee - Police & Sheriff Departments Merger	May, 2011	November, 2011	Mark Bohle
11. Fire Station Expansion	April, 2012	September, 2014	Neal Stapelkamp
12. Annexation Study	May, 2012	April, 2013	Rod Freidhof
13. Airport Study of Alternate Uses	July, 2012	October, 2012	Rod Freidhof
14. Industrial Site Analysis	July, 2012	November, 2013	Rod Freidhof
15. Sanitary Sewers – Sump Pump & Downspouts Disconnection	October, 2012	April, 2014	Rod Freidhof
16. Storm Water Drainage Study	June, 2013	June, 2016	Rod Freidhof
17. Sidewalk Inspection & Enforcement Program	November, 2013	November, 2018	Rod Freidhof

Project Description	Proposed Start Date	Anticipated Completion Date	Lead Person
18. Housing Incentives Study	March, 2014	March, 2015	Michelle Girolamo
19. Fiber Optic System Study	January, 2015	January, 2016	Mark Bohle

CRESCO STRATEGIC PLAN –ACTION PLAN #1

Category: Infrastructure **Goal: Annual Seal Coating Program**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Study the City's options and costs- City workforce vs. contract	PWD	January 2011	January 2011
2. Review pros and cons of each option and identify funding	Mayor/Council	January 2011	January 2011
3. Select best option and proceed with plan	Mayor/Council	January 2011	January 2011
4. Secure bids for equipment or contract, depending upon options	PWD	June 2011	----------
5. Seal coat selected streets	Public Works Employees	July 2011	July 2011

CRESCO STRATEGIC PLAN –ACTION PLAN #2

Category: Infrastructure **Goal: Street Improvement Pograms-2012, 2014, & 2016**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Review of 2009 Street Project and identify modifications	PWD	February 2011	----------
2. Prepare list of streets for 2012 Street program	PWD/Mayor	March 2011	----------
3. Preparation of preliminary cost estimates & assessments	City Engineer	April 2011	June 2011
4. Preparation of financial plan for the project	Financial Consultant/City Clerk	July 2011	August 2011
5. Council adopts preliminary resolution for the project	Mayor/Council	Sept 2011	----------
6. Preparation of plat, cost estimate, & schedule of assessments	City Engineer	Oct 2011	----------
7. Adoption of plat, schedule, & cost estimate	Mayor/Council	November 2011	----------

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
8. Notice to property owners	City Clerk	December 2011	----------
9. Public hearing on assessments	Mayor/Council	January 2012	----------
10. Contract bid letting procedures	City Engineer	February 2012	----------
11. Construction of improvements	Contractor	April 2012	August 2012

Note: This process will be repeated for the 2014 & 2016 Street Improvement Program

CRESCO STRATEGIC PLAN –ACTION PLAN #3

Category: Infrastructure **Goal: Sanitary Sewer System-Grease Traps**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Preparation of ordinance regarding grease traps	City Attorney/PWD	February 2011	March 2011
2. Preparation of enforcement plan	PWD	February 2011	June 2011
3. Council approval of ordinance & plan	Mayor/Council	July 2011	July 2011
4. Inspection of businesses & notices to businesses	PWD	August 2011	September 2011
5. Re-inspection for compliance	PWD	October 2011	November 2011

CRESCO STRATEGIC PLAN –ACTION PLAN #4

Category: Planning Documents **Goal: City Website Enhancements**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Review other city websites and provide comments	Mayor/Council, Denise/Bill	March 2011	----------
2. Seek proposals and contract for website assistance	Denise Sheehy & Bill Caffrey	April 2011	----------
3. Select website proposal and provide direction	Mayor/Council	May 2011	----------
4. Gather data, information, & pictures for website and assist web consultant	Bill Caffrey/Denise Sheehy	June 2011	----------
5. Prepare new website & HCB&T Link	Website Consultant/Bill Caffrey	July 2011	----------
6. Final approval& acceptance of website	Mayor/Council	August 2011	August 2011

CRESCO STRATEGIC PLAN –ACTION PLAN # 5

Category: Planning Documents **Goal: Communication to Citizens, i.e.-Annual Report**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Review of options on communications to citizens	Mayor/Council	March 2011	----------
2. Selection of best method of communications	Mayor	April 2011	----------
3. Preparation of background information and data	City Clerk/PWD/Dept. Heads	May 2011	----------
4. Draft of report-communication to citizens	Mayor	June 2011	----------
5. Review of report to citizens	Dept. Heads/ Council/PWD/Clerk	July 2011	----------
6. Distribution of report to citizens & website link	Deputy City Clerk	August 2011	August 2011

Note: This action plan will be repeated on an annual basis

CRESCO STRATEGIC PLAN –ACTION PLAN #6

Category: Planning Documents **Goal: Capital Improvements Plan**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Prepare lists of projects & cost estimates	Dept. Heads	March 2011	April 2011
2. Review CIP lists and add or delete projects & rank projects	Mayor/Council	April 2011	----------
3. Review cost estimates and prepare project profiles	City Engineer/Dept. Heads	May 2011	July 2011
4. Prepare financial plan on funding of projects	City Clerk	June 2011	August 2011
5. Review and rank projects	Mayor/Council	September 2011	----------
6. Complete the CIP	City Clerk	October 2011	----------
7. Public hearing & adoption	Mayor/Council	November 2011	November 2011

CRESCO STRATEGIC PLAN- ACTION PLAN #7

Category: Infrastructure **Goal: Water Main Loops**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Identification of dead-end water mains	PWD/Water Operators	May 2011	----------
2. Preparation of cost estimates to loop dead-end lines	PWD/City Engineer	May 2011	October 2011
3. Review and commitment to loop lines when feasible and practical	Mayor/Council	September 2011	----------
4. Inclusion of projects in CIP	PWD/City Clerk	September 2011	----------
5. Implementation of projects		2012	2017

CRESCO STRATEGIC PLAN –ACTION PLAN #8

Category: Housing & Residential Dev. **Goal: Nuisance Abatement Program**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Review the City's current nuisance related ordinances	PWD/City Attorney	April 2011	June 2011
2. Review enforcement options with pros and cons	City Attorney/PWD/ Fire Chief/Police Chief	April 2011	July 2011
3. Revise proposed ordinances and enforcement plans	Mayor/Council	July 2011	August 2011
4. Adopt revised ordinances and authorize enforcement plan	Mayor/Council	----------	September 2011
5. Proceed with enforcement	PWD/Police Chief/Fire Chief	October 2011	Ongoing

CRESCO STRATEGIC PLAN – ACTION PLAN #9

Category: Infrastructure **Goal: Energy Audit Implementation**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Review of energy audit report and direction to staff	Mayor/Council	April 2011	----------
2. Cost benefit analysis and recommendations	Department Heads/ PWD/Clerk	June 2011	August 2011
3. Ranking or prioritization of recommendations	Mayor/Council	September 2011	----------
4. Financial plan on the funding of recommendations	City Clerk	October 2011	----------
5. Adoption of plan to implement recommendations	Mayor/Council	November 2011	----------
6. Implementation of recommendations	Department Heads	2012	2014

CRESCO STRATEGIC PLAN –ACTION PLAN #10

Category: Planning Documents **Goal: Police Dept. & Sheriff Dept. Merger**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Formation of committee to study options	Mayor/Council/ Board of Supervisors	May 2011	----------
2. Review of all options with pros & cons	Merger Committee	May 2011	July 2011
3. Consultation with Attorney and insurance providers	Merger Committee	July 2011	----------
4. Presentation to City Council & Board of Supervisors	Merger Committee	August 2011	----------
5. Decision as to proceeding to next step	Mayor/Council/Board of Supervisors	August 2011	----------
6. Draft of 28E agreement	City Attorney/County Attorney/ Merger Committee	September 2011	----------
7. Approval of 28E agreement	City Council & Board of Supervisors	November 2011	November 2011

Note: Merger Committee might include – Mayor, Police Chief, Board of Supervisors Representative, County Sheriff, County Attorney, and two citizens.

CRESCO STRATEGIC PLAN – ACTION PLAN #11

Category: Infrastructure **Goal: Fire Station Expansion**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Report on need for expansion and options	Fire Chief	April 2012	----------
2. Formation of fire station committee to study options.	Mayor/Council/Rural Board	May 2012	----------
3. Research size and direction of expansion and funding sources	Committee	May 2012	October 2012
4. Preparation of recommendation to Council and Rural Board	Committee	November 2012	----------
5. Review and approval of plan for expansion	Mayor/Council/Rural Board	December 2012	----------
6. Secure funding for project	Mayor/Council	March 2013	----------
7. Construction of expansion of fire station	Fire Chief/Committee	2014	September 2014

CRESCO STRATEGIC PLAN –ACTION PLAN #12

Category: Planning Documents **Goal: Annexation Study**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
2. Identification of potential sites for annexation	PWD/Jason/City Clerk	May 2012	----------
2. Review sites and list pros and cons	PWD/Jason/City Clerk	May 2012	----------
3. Report to Council & Mayor	Jason/PWD	June 2012	----------
4. Preparation of cost estimates to extend services to sites	City Engineer	July 2012	August 2012
5. Preparation of annexation plan	Upper Explorerland COG	October 2012	December 2012
6. Request voluntary annexation by property owners	Mayor/Council/ City Attorney	January 2013	----------
7. Involuntary annexation of selected sites – public referendum	City Council/County Auditor	April 2013	April 2013

CRESCO STRATEGIC PLAN –ACTION PLAN #13

Category: Planning Documents **Goal: Airport Study of Alternate Uses**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Research feasibility of closing airport	PWD	July 2012	----------
2. Contact Iowa DOT-Aviation Division on ramifications	PWD	August 2012	----------
3. Identify potential uses of site with pros and cons	PWD	August 2012	----------
4. Report to City Council on findings	PWD	September 2012	----------
5. Include information in industrial park analysis	Mayor/Council	October 2012	October 2012

CRESCO STRATEGIC PLAN – ACTION PLAN #14

Category: Economic Development **Goal: Industrial Site Analysis**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Prepare list of potential sites for an industrial park	PW Committee/Jason Passmore	July 2012	July 2012
2. Prepare pros & cons list for each site	PWD/Jason/PW Committee	August 2012	September 2012
3. Present list to determine whether to proceed	PWD/Jason Passmore	September 2012	----------
4. Determine cost estimates	PWD/City Engineer	October 2012	----------
5. Meet with HCB&T to review options	PW Committee	November 2012	----------
6. Preparation of financial plan to extend services to site	Financial Consultant/Clerk	November 2012	----------
7. Selection of preferred site and reference in comp plan	City Council	January 2013	----------
8. Preparation of plans and specifications for extension of street, water & sewer	City Engineer	January 2013	March 2013
9. Start construction		April 2013	November 2013

CRESCO STRATEGIC PLAN –ACTION PLAN #15

Category: Infrastructure **Goal: Sanitary Sewers-Sump Pump & Downspouts Disconnection**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Review current ordinances	PWD/City Attorney	October 2012	January 2013
2. Preparation of plan on enforcement	PWD	February 2013	----------
3. Revise ordinances and overall plan approval	Mayor/Council	March 2013	----------
4. Press release advising residents of plan & requesting voluntary compliance	City Clerk	April 2013	May 2013
5. Smoke test system to locate connections	PWD/Engineer	June 2013	July 2013
6. Inspections to locate violations	PWD	July 2013	Aug 2013
7. Notices issued to violators	PWD/City Clerk	September 2013	October 2013
8. Re-inspection of properties	PWD	November 2013	April 2014

CRESCO STRATEGIC PLAN – ACTION PLAN #16

Category: Planning Documents **Goal: Storm Water Drainage Study**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
3. Identification of areas with drainage problems	PWD	June 2013	----------
2. Preparation of plan to alleviate problems and cost estimates	City Engineer/PWD	July 2013	August 2013
3. Review of funding options, i.e. storm water utility	Financial Consultant	September 2013	November 2013
4. Review and approval of financial plan and project list	Mayor/Council	December 2013	----------
5. Implementation of storm water drainage plan	PWD/Council	2014	2016

CRESCO STRATEGIC PLAN – ACTION PLAN #17

Category: Infrastructure **Goal: Sidewalk Inspection and Enforcement Program**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
6. Review of current sidewalk ordinance and sidewalk specifications	PWD/City Attorney	November 2013	----------
2. Research sidewalk inspection programs in other cities	City Clerk	November 2013	----------
3. Research & selection of a funding source for the program	Mayor/Council	January 2014	----------
7. Preparation of inspection programs and critiria for "defective sidewalks"	PWD	April 2014	----------
8. Review and approval of criteria for inspections – three phases	Mayor/Council	May 2014	----------
9. Implement inspections and sending of notices	PWD/City Clerk	2014	2018

CRESCO STRATEGIC PLAN –ACTION PLAN #18

Category: Infrastructure **Goal: Housing Incentives Study**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Review of other cities' incentive programs	Clerk/HCB&T/Lender/ Realtor/PWD	March 2014	----------
2. Formulate list of options with pros & cons	HCB&T/Lender/Realtor/ PWD/Clerk	July 2014	----------
3. Prepare written plan on housing incentives	Consultant/City Attorney	August 2014	----------
4. Approval of plan	Mayor/Council	November 2014	----------
5. Implementation of plan	City Clerk/HCB&T	2015	March 2015

CRESCO STRATEGIC PLAN – ACTION PLAN #19

Category: Planning Documents **Goal: Fiber Optic System Study**

Tasks/Actions	Responsibility Lead Person/Entity	Target Dates Start	Complete
1. Formation of study committee	Mayor/Council	January 2015	----------
2. Research what other cities have done	Study Committee	March 2015	July 2015
3. Study the options and determine need for consultant	Study Committee	Aug 2015	----------
4. Selection of consultant	Mayor/Council	October 2015	----------
5. Preparation of fiber optics system report	Consultant	October 2015	December 2015
6. Recommendation to City Council and citizens	Study Committee	January 2016	----------
7. Implementation of plan	Mayor/Council	January 2016	January 2016

Note: The fiber optics study committee members could include the Director of Public Works, Mayor, one Council member, HCB&T Board member, HCB&T Director, REC manager, County Board of Supervisor Representative, School Board Representative, and NICC Representative.