

# City of Oak Creek 2023-2027 Strategic Action Plan In Brief



The City of Oak Creek Strategic Action Plan, developed through careful deliberation by the Common Council with input from the community and City staff, sets forth a mission, vision and six critical success factors that will shape the future of the City. The Strategic Action Plan establishes the top projects to help accomplish the vision and strategic priorities from 2023 through 2027.

For more information visit: [oakcreekwi.gov/strategicplan](https://oakcreekwi.gov/strategicplan)

## VISION

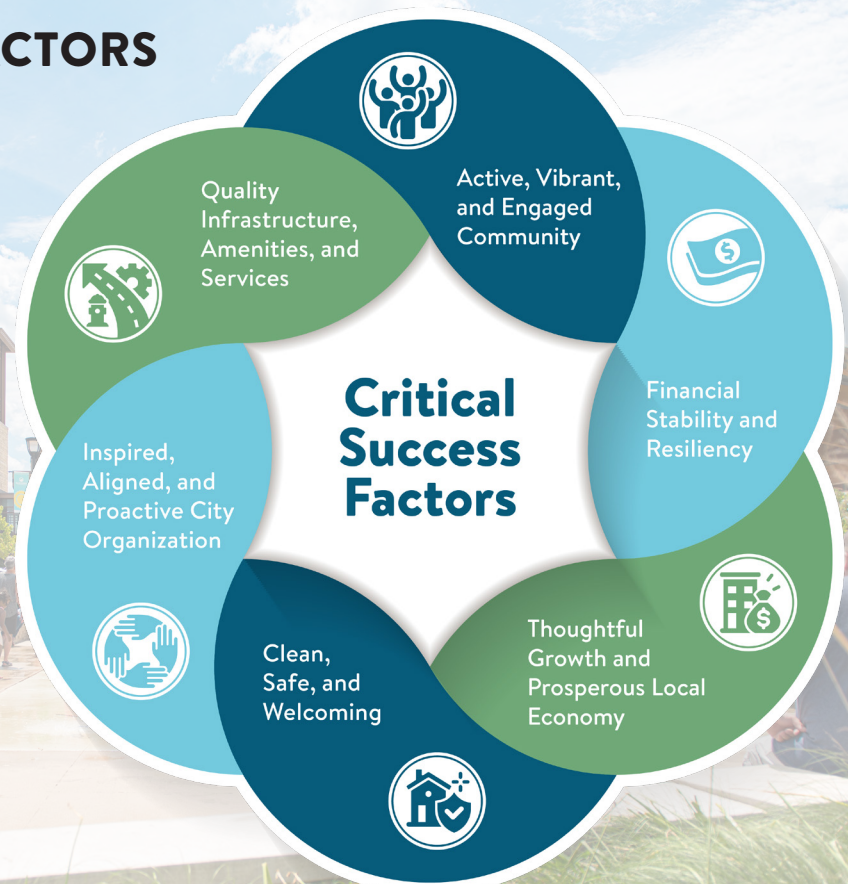
Oak Creek: A dynamic regional leader driving the future of the south shore.

## MISSION

We are an organization dedicated to providing high-quality services that positively impact Oak Creek residents, businesses, and visitors.

## CRITICAL SUCCESS FACTORS

The things we must get right to achieve our vision.



# ASPIRATIONS



## Active, Vibrant, and Engaged Community

We are a community that: invests in its cultural vibrancy, embraces its community diversity, maintains and expands its educational and recreational opportunities, collaborates on events to bring the community together socially, and understands the importance a connected community has on the local economy and quality of life.



## Financial Stability and Resiliency

We are a public business organization that: believes stewardship of taxpayer dollars is paramount to everything we do, ensures public investments are prudent and secure, understands the goals we have for the organization and community hinge on being financially strong, adheres to and implements responsible business management practices; effectively manages our human resources and capital assets, and values financial transparency and communication with our stakeholders, both internal and external.



## Thoughtful Growth and Prosperous Local Economy

We are an economic development organization that: fosters relationships with both our existing and newly-emerging business sector, brings visitors to the community and local economy, encourages & attracts new business entrepreneurship, prioritizes appropriateness of land use over economic benefits in our development decisions, and leverages our existing economic assets whenever we can.



## Clean, Safe, and Welcoming

We are a City that: commits to being a family-oriented, inclusive City, is engaged with community stakeholders, communicates visions and ambitions, employs proven and innovative public safety techniques to ensure safety and security, remains connected and adaptable to the public's needs, and makes investments in community aesthetics to produce a high quality of life experience for our residents and visitors.



## Inspired, Aligned, and Proactive City Organization

We are a local government entity that: exhibits professionalism and fairness, believes our City workforce is our greatest asset, focuses on critical services, values the input of Elected Officials in consequential decisions, engages in organizational planning, sees itself as a regional leader in government thought and best practices, and acknowledges shared services & collaboration with all City departments, private organizations, and other municipalities are imperative to governing effectively.



## Quality Infrastructure, Amenities, and Services

We are an organization that: leverages our current proximity to, yet seeks to enhance, multi-modal transportation in the future, supports and improves our existing roadways and capital assets, strives to provide a comprehensive range of public service at the best possible value, and invests in community facilities that increase aesthetics and produces a high quality of life experience for our residents and visitors.

# STRATEGIC GOALS

## Active, Vibrant, and Engaged Community



- Formalize the City’s central communications and brand management function;
- Promote our public services, community amenities, and talented workforce;
- Grow community events and social gatherings that bring our diverse residents and visitors together;
- Engage and educate the public regarding local government responsibilities, career paths, and community service opportunities;
- Advance community public art, wayfinding, and other place-making initiatives;
- Organize and staff City tourism, marketing, and community promotion functions;
- Update the comprehensive outdoor recreation plan and implement existing park improvement plans.

## Financial Stability and Resiliency



- Identify funding alternatives to accomplish Common Council’s public safety staffing goals;
- Centralize and streamline City and Utility finance and accounting functions;
- Utilize multi-year financial forecast tools and increase established reserve funds to promote budget and service resilience;
- Develop a consolidated Capital Improvement Program (CIP) to forecast long-term funding required for all capital assets;
- Manage health insurance cost liabilities and affordable coverage for employees;
- Determine business case, rates, and conditions required for continued (or additional) wholesale water service.

## Thoughtful Growth and Prosperous Local Economy



- Ensure Drexel Town Square remains a vibrant, active civic and social center;
- Implement an aspirational vision for the City’s entire Lake Michigan shoreline regarding the environment, public use and accessibility, and private redevelopment;
- Preserve key real estate for developments that yield the highest value proposition for the community;
- Develop tourism goals and approaches, and assist businesses with leveraging visitor opportunities;
- Identify and pursue capital investments that make Oak Creek a marketable overnight destination;
- Partner with Northwestern Mutual to develop the Drexel Ave./27th St. corridor and an entertainment district at Creekside Crossing;
- Diversify economic offerings and small businesses assistance programs;
- Consider opportunities and policies concerning housing density, affordability, and “age-in-place” preferences;
- Pursue public-private partnerships to attract a community-oriented fitness and recreation facility.

## Clean, Safe, and Welcoming



- Implement public safety staffing goals determined by the Common Council;
- Complete construction of Fire Station #2 replacement;
- Implement new initiatives and improve legislative tools that expand the Creek Code neighborhood preservation program;
- Develop and distribute a Crisis Communications Plan;
- Enhance program collaborations among public safety agencies and across code enforcement functions;
- Maintain Health Department Level III status and Fire Department Accreditation;
- Identify programs and financial tools that encourage private re-investment in property;
- Invest in aesthetic enhancements to convey a positive community image at City gateways and within major transportation and pedestrian corridors.

## Inspired, Aligned, and Proactive City Organization



- Implement a reorganization plan that optimizes alignment, capacity-building, and business resilience;
- Establish core organizational values and create a meaningful employer brand;
- Craft an impactful employee recruitment and onboarding experience;
- Recognize and appreciate City employees for their professional contributions in public service;
- Promote the value of City services to the public;
- Ensure policies on fringe benefits and work-life balance are competitive and align with today's workforce;
- Showcase the work of our teams across departments and maintain a common operating and financial picture;
- Establish a compensation philosophy and implement a comprehensive classification and compensation study;
- Expand relationships with neighboring municipalities, state, and federal elected officials to address items of local concern/benefit;
- Increase professional development and advancement opportunities for our employees.

## Quality Infrastructure, Amenities, and Services



- Implement initial lakefront park projects and develop a phasing plan to complete the vision by 2030;
- Resolve Police Department building envelope issue;
- Determine long-term funding policy and identify a plan to fill-in existing connection gaps and otherwise expand our sidewalk and trail network;
- Continue investing in clean, safe drinking water by securing authorization to address potential water quality issues at the treatment plant's underground facilities;
- Leverage technology to modernize online business transaction options and streamline customer access to City services;
- Continue LED streetlight conversions and explore other energy-efficiency initiatives in public facilities;
- Remain engaged in conversations regarding regional transit and commuter rail.