

## 2012/2013 GOALS

- *Provide cooperative, shared leadership involving Council, Staff and Community*
- *Keep citizens safe*
- *Encourage economic prosperity*
- *Expand tourism and cultural opportunities*
- *Promote healthy neighborhoods*
- *Facilitate sustainable, manageable growth*
- *Maintain, operate, and expand our infrastructure to meet community needs*
- *Interconnect all transportation modes*
- *Preserve and enjoy our natural resources*

### COUNCIL VISION

Grants Pass is a healthy, vibrant place to live, work and play. It is an engaging responsive city connecting people to people and to our natural beauty. Grants Pass meets today's needs while planning for a sustainable tomorrow with diverse economic, cultural and recreational opportunities.

# Work Plan for City of Grants Pass

## Adopted February 15, 2012

### PROVIDE COOPERATIVE, SHARED LEADERSHIP INVOLVING COUNCIL, STAFF AND COMMUNITY

#### **A. Complete City Charter update**

*The Charter Task Force will develop a draft amendment to the City Charter that will be reviewed by the Council. The Council will determine what, if any, change to place before the voters.*

#### **B. Provide leadership training**

1. Develop vision, goals and a work plan with annual retreat  
*The Council will hold an annual retreat to establish the long term vision for the community, the goals to support this vision and the annual work plan to implement the goals.*
2. Provide opportunities for Councilor training  
*Provide a training opportunity each quarter for Councilors and Mayor.*
3. Provide opportunities for Committee training  
*Create training opportunities for committee members including an annual committee training class. Specific land use training will also be offered to UAPC members.*

#### **C. Develop and implement a communication plan**

1. Evaluate need to hire a Communication Specialist  
*Manager will prepare an evaluation and recommendation regarding the addition of a position of Communication Specialist. Council will review the evaluation and determine whether to pursue this.*
2. Use Channel 21 for education  
*The Staff will develop educational programming that can be broadcast through Channel 21.*
3. Revise website to be more user friendly  
*Council will review the current website and provide direction on changes to be made. Staff will implement the changes.*
4. Get Council “into the community”  
*Manager will organize an event in each ward to allow Councilors to meet with citizens and provide information on City issues.*
5. Provide press releases to regularly celebrate good news  
*Staff will provide at least two positive press releases each month to highlight the positive work being done in Grants Pass.*
6. Initiate an annual Public Works Institute  
*Staff will formulate and promote a program to inform and educate the citizens of the functions and abilities of the Public Works Department.*
7. Complete a community survey and communicate results to the community  
*Staff will work with Rogue Community College students to develop a community survey to test satisfaction with city services and attitudes about specific issues. The proposal will be presented to Council for consideration.*
8. Hold neighborhood and community workshops / open houses  
*Staff will look for opportunities for public involvement through community workshops or open houses.*
9. Complete public access to public documents through the internet  
*Staff will complete the project to allow citizens to access public documents through the internet without compromising the security of the City computer network.*

**D. Increase communication between Council, Staff and committees and agencies**

*Council liaisons will report regularly to the entire Council about committee activities. Council will invite Committee Chairs to report on activities at a Council meeting and at the Council Goals Setting. Mayor, Council President and/or City Manager and appropriate staff will meet regularly with other governmental agencies.*

**E. Ensure efficiency and effectiveness in City operations**

1. Complete replacement of phone system  
*Staff will complete the installation of a fiber communications network to serve the various City facilities and the installation of the new phone equipment. This is a currently budgeted capital project.*
2. Evaluate new financial software  
*The current financial software is 16 years old. Staff will complete the research, present the options for the replacement of the system to the Council and then implement the Council decision. This is a currently budgeted capital project.*
3. Complete upgrade of GIS system  
*The GIS system is being upgraded from version 3 of the software to version 10. The upgrade will allow the Staff and community to obtain significantly more information from the system. The purchase of the new software is currently budgeted. It will require ongoing annual licenses.*
4. Continue to provide quarterly financial summary reports  
*The CAFR will continue to be produced according to Governmental Accounting Standards and submitted to the GFOA for review and annual award consideration.*
5. Complete one performance audit each year  
*The Council will review the recommendation of the Audit Committee as they annually consider an audit for different divisions or departments. The contracted auditor will report to the Committee and the Council.*
6. Improve support for citizens requesting services  
*Staff will improve the support for citizens by providing them information and assistance to make the process and the requirements easier to understand.*

**ENCOURAGE ECONOMIC PROSPERITY**

**A. Recruit destination art based industry/movie industry**

1. Pursue development of bronze forge in Grants Pass  
*Staff, Mayor and local stakeholders will prepare a proposal to encourage the development of a bronze forge in Grants Pass. This forge would create new jobs and, as importantly, significantly enhance the growing art industry in Grants Pass providing benefits to other local businesses.*
2. Facilitate the filming of movies  
*Staff will work with the Oregon Film and Video office to welcome productions to Grants Pass and provide support as we can.*

**B. Remove barriers for industry / traded sector**

1. Complete traffic study for Spalding Industrial Park  
*Staff will complete the traffic study for the area and present the results to the Council. Response to the study may be addressed as part of Item 3 below.*
2. Prepare area traffic studies for industrial areas  
*Staff will present a report to Council on which industrial areas are currently constrained as a result of potential traffic issues. Council will direct Staff on which, if any, of these areas should be studied and a traffic plan established.*

3. Prepare funding package to resolve sewer issues in Spalding Park  
*Staff will prepare a funding package to extend the sewer system to serve the entire Spalding Park. Council will then provide direction to the Staff.*

**C. Review use of funding options (Reimbursement Districts, Redevelopment Agencies) to facilitate economic growth**

*Staff will provide a report for Council evaluating the use of Reimbursement Districts, Redevelopment Districts, and other districts that can support and encourage job creation. The Staff will then implement the direction from the Council.*

**D. Assist in the expansion or retention of at least three traded sector businesses**

*Staff will work with Economic Development partners to recruit new businesses to the area, Southern Oregon Regional Economic Development Incorporated, assists current businesses to grow, RCC Small Business Development Center through their Economic Gardening Program, and help find needed training for businesses through the Job Council's Power Up Academy.*

**E. Complete agreement to leverage Nebraska property for new jobs**

*Staff will provide to the Council proposals for the trade of the Nebraska property for the creation of new jobs. With Council's direction, the Staff will prepare the agreement.*

**F. Reinvest in downtown**

1. Pursue creation of a downtown gathering place  
*Staff is working with merchants and property owners to discuss options and find an appropriate location for a downtown gathering place. A recently completed downtown survey has revealed that many citizens are very excited about having a dedicated downtown gathering space.*
2. Attract more people to downtown area (i.e. mixed uses, 2<sup>nd</sup> story use)  
*Staff will explore options with state and federal agencies for grants, and other assistance to make mixed-uses possible in downtown historic buildings. Staff will also be working to encourage owners to request designation of their buildings to historic status to take advantage of the "Existing Buildings Code." Staff will also be reviewing other ordinances and making recommendations on any code language that will ease restrictions on mixed-use and still afford standard health and safety protection in buildings.*
3. Evaluate potential of incubator businesses downtown  
*Staff will complete research on the use of "incubators" downtown to attract businesses into the downtown area.*
4. Improve bicycle access to downtown  
*Bike lanes, parking and other facilities will be improved leading to, and within, the downtown.*
5. Evaluate feasibility of parking structure (above or below ground)  
*Staff will review the need, cost and potential location of a downtown parking structure.*

**G. Streamline development process**

1. Prepare changes to Code (i.e. uses in industrial area, bed and breakfast)  
*Staff will prepare changes to expand use of bed and breakfast opportunities as well as a review of uses in industrial areas. Staff will also review and prepare any other necessary changes to ensure streamlined development. This includes the Development Code and Sign Code.*
2. Provide expeditor services for business development  
*Staff will continue to work proactively with traded sector businesses that are moving to Grants Pass or expanding the existing business. Staff will also assist other businesses developing in Grants Pass.*

## **EXPAND TOURISM AND CULTURAL OPPORTUNITIES**

### **A. Support local events**

1. Maintain current tourism events

*The City will continue to support the current events in our community including Boatnik, Back to the Fifties, Art Along the Rogue and the Christmas Tree events as well as our new cyclo-cross event and Half Marathon.*

2. Investigate at least one new tourism event

*Staff, along with the Tourism Committee, will investigate opportunities for an additional event. They will work with outside groups, as appropriate, to facilitate such opportunities. Community events provide many benefits to the community and require significant support. The addition of new events each year may need to be addressed through the budget process.*

### **B. Create a partnership to install welcoming entryway**

*Staff will work with the Committee on Public Art to develop a design as well as a partnership for funding a new entryway feature.*

### **C. Increase accessibility to public art**

1. Continue current art programs including “Art in Motion” and mural development

*Staff will work with the Committee on Public Art to support the current art programs.*

2. Encourage greater participation by schools and students in public art

*Staff will work with the art community to include schools in art events. Currently students are actively involved in Art Along the Rogue and creating metal tree sculptures.*

3. Encourage art and/or public information in vacant store fronts

*Staff will work with the Committee on Public Art and business owners to use vacant store fronts as art venues.*

### **D. Re-invigorate branding and marketing focus**

1. Support and market locally grown food industries (i.e. wine, cheese, etc)

*Staff will work with Team Oregon Food Processing to recruit new food industry businesses to the local community.*

2. Encourage buying local

*Staff will work with the local merchants to support and continue the growth of the “3/50” project.*

3. Clean Caveman Bridge and add lighting

*Staff will work with ODOT to have the Caveman Bridge cleaned. A project to place additional lighting on the bridge will be included in the draft capital budget for FY’13.*

## **KEEP CITIZENS SAFE**

### **A. Work with County on funding efforts for criminal justice system**

*Staff will remain in constant communication with our partners in the County and State to assure the City is able to assist the County as they strive to address funding shortfalls related to the jail and ability to incarcerate criminals.*

### **B. Increase proactive time for police through technology and potentially additional staff**

1. Complete implementation of Computer Aided Dispatch System

*The system is expected to be operational by mid to late 2012. Following implementation, Staff will have an opportunity to evaluate improvements in efficiency.*

2. Install Mobile Data Terminal in all vehicles  
*As the new MDT system is installed, Staff will have an opportunity to evaluate efficiencies that might come from the new technology.*
3. Incorporate the new potential of the GIS system (i.e. crash data analysis)  
*The potential will be explored with the implementation of the CAD system and the GIS system upgrades.*
4. Evaluate use of cameras at traffic signals for enforcement  
*Staff will seek direction from Council after a vendor presentation in early 2012. If Council wishes to proceed, the Staff will present a proposal to implement this.*
5. Evaluate staffing levels of police division  
*Staffing studies require significant investment in dollars and time. The last such evaluation determined the need for additional police officers. Those officers have been budgeted during the past few years. Staff will recommend another staffing study occur as soon as all of the current positions are full, the officers have exited field training and the new CAD system is operational.*

**C. Continue support for new programs**

1. Complete the creation of the Traffic Team  
*Depending on recruitment, training and unforeseen vacancies, Staff hopes to activate the team by mid-2012.*
2. Complete the Fuels Reduction Plan provided through the Firewise grant and evaluate the need to incorporate into fire program  
*Staff will have a presentation and update in early 2012. This will help provide an outline of implementation of the program to increase safety in our wildland urban interface.*
3. Continue to provide staffing to the cyber crime lab  
*Staff will continue to support the cyber crime lab and will include this in the upcoming budget. In addition, a report will be made to Council on the work being accomplished in the cyber lab.*

**D. Improve preparedness for emergencies**

1. Explore options to provide 72 hour emergency kits and education  
*Provide Staff with 72 hour kits in order to prepare them for emergencies and help assure staff to address potential emergency events.*
2. Complete emergency preparedness plans and implement  
*The City has been awarded a grant for preparation of the City's Emergency Operations Plan. Completion of the Plan will allow access to County, State, and Federal resources in the event of an emergency and will help mitigate the impact of an emergency event.*
3. Adopt the Natural Hazards Mitigation Plan  
*Council will review and adopt the City's element of the plan and implement the joint County/City Plan.*
4. Complete seismic evaluation of all City facilities  
*The City will continue its seismic evaluation of the City facilities as budgets allow.*

**E. Enforce Municipal Code, especially regarding nuisances**

*Staff will present an overview of the current program to Council and adjust the priorities to match the priorities of the Council.*

**F. Explore creation of a Municipal Court**

*Staff will prepare an analysis of the creation of a Grants Pass Municipal Court and present the information to the Council.*

## **FACILITATE SUSTAINABLE, MANAGEABLE GROWTH**

### **A. Complete expansion of the Urban Growth Boundary**

*Staff continues to work on this item. It is expected that a recommendation will be before the City Council and County Commission in 2012. Outreach and other public involvement are ongoing.*

### **B. Review annexation policy**

*The Council will evaluate its annexation policy to determine how to proceed with properties within the current Urban Growth Boundary and changes in this procedure for properties in the expanded UGB.*

### **C. Amend Development Code to facilitate growth (home businesses, remodeling, cell towers, encourage infill)**

*Staff will prepare changes to expand use of bed and breakfast opportunities as well as a review of uses in industrial areas. Staff will also review and prepare any other necessary changes to ensure streamlined development. This includes the Development Code and Sign Code.*

### **D. Initiate Health Impact Assessments for public and private development**

*Staff will prepare a procedure for adoption to ensure that health impacts and their mitigations are reviewed on every land use application.*

## **PROMOTE HEALTHY NEIGHBORHOODS**

### **A. Create livable neighborhoods with basic services available within close proximity and consider including the following in the planning process to encourage neighborhood centers: 1) exclusive zoning; 2) neighborhood centered transportation; 3) 2<sup>nd</sup> story residential in neighborhood centers; and 4) neighborhood parks/walkable outside activities**

*Staff will continue to work with our consultants to develop the neighborhood centers. In addition, the Staff is working to develop zoning and code changes to implement the requirements of the Urban Growth Boundary expansion.*

### **B. Partner with our local schools**

1. Present at least two bike rodeos on school sites

*Staff will work with the schools to present these bike rodeos on school sites. If this is not possible, other sites will be substituted.*

2. Facilitate creation of a safe routes to school project

*Staff will work with the School District to develop a "Safe Routes to Schools" program and submit grant applications for local projects.*

3. Continue to construct school / park projects

*Staff will continue to work with school officials to develop projects that enhance school facilities while providing public park amenities at the same time.*

4. Get kids walking and biking

*Staff will work with the School District to establish alternative drop off points and walking bus routes to encourage additional exercise and reduce traffic congestions.*

### **C. Review Parks Plan and prepare a short term priority list to include in the budget process**

*Staff, working with the Parks Board, will present material to the Council in a workshop format to review the Comprehensive Park Plan priorities and establish short term capital projects. This priority list will be in the preparation of the draft capital budget.*

## **MAINTAIN, OPERATE, AND EXPAND OUR INFRASTRUCTURE TO MEET COMMUNITY NEEDS**

### **A. Complete plans for utility infrastructure**

1. Develop 20-year infrastructure master plans and combined utilities plan  
*20-year master plans will be updated after the completion of the UGB update for each of the utility systems. The plans shall include the development of Capital Improvement Plans (CIPs) which are necessary for the completion of SDC and rate studies. The largest projects, estimated costs, and estimated timing will be consolidated in order to create a long-term road map and major priorities and major project finance needs. (NOTE: This work will not begin in 2012)*
2. Study life/capacity of Water Treatment Plant and research potential new sites  
*Staff will work with our water system Master Service's consultant to evaluate the need to replace the Water Treatment Facility. Potentially available sites for the future replacement of the plant will be evaluated and a summary presented to Council for further direction.*
3. Amend Development Code to incorporate context sensitive design for transportation  
*Staff will prepare an amendment of the design standards for streets, trails, bicycle facilities and sidewalks. The amended ordinance will be reviewed by the Urban Area Planning Commission and the City Council. This amendment will allow the City to build complete streets while accounting for context sensitive, or site specific, design considerations for each street.*
4. Complete Storm Drain Master Plan and consider funding options  
*Staff will proceed with the selection of a consultant to complete the storm drain master plan which was deemed incomplete by a previous City Council. Completion of the master plan will also include re-visiting the analysis of funding alternatives for the initialization of a storm drainage utility.*
5. Complete review of all current system development charges
  - i. Review current SDC funding for Water Utility and Sewer Utility  
*These reviews are scheduled to be brought to City Council during the first quarter of 2012.*
  - ii. Consider amending Transportation SDC list of projects or methodology  
*This analysis will be pursued following the completion of the UGB update as directed by City Council.*

### **B. Construct needed water facilities**

1. Replace Reservoir 3  
*Staff will present financing options to the Council. The design of the replacement reservoir is scheduled to be completed by June, 2012. Assuming Council has approved the budget and financing for the project and directs the Staff to proceed, the Staff will pursue the land use approval and construction. The construction length will depend on the date of the approval of the construction bid as required earthwork cannot occur during the steep slope hazard period (mid October thru Mid April).*
2. Complete projects as part of Small main replacement  
*The 2" water main replacement program will proceed on Sue Circle and Tamara Circle as funding is approved. Development of future projects will be initiated.*
3. Complete Starlite Pump Station upgrade  
*Right of way and easement acquisition is required for the pressure reducing valve construction to proceed. Staff will proceed with the bidding and construction upon the property needs having been met.*
4. Construct Redundant Backwash Pump  
*Construction on the Backwash Pump is expected to be completed by June, 2012.*

5. Complete design of Water Treatment Plant backup power  
*Staff will proceed with the design of this project.*
6. Evaluate Water Treatment Plant sedimentation basins  
*Existing leaks in the sedimentation basin walls will be evaluated to determine the need for emergency repairs.*

**C. Construct needed sewer facilities**

1. Upgrade sewer lines.  
*Design work is underway for the next phase of sewer line structural repairs. As design of the various pipe line segments is completed, Staff will put the projects out to bid for construction.*
2. Replace RSSSD corroded manholes  
*The RSSSD Board will need to re-allocate funds within the RSSSD Capital Construction Fund to replace nine corroded manholes. Once approved, the project will be put out to bid for construction.*
3. Complete JO-GRO stormwater improvements  
*Project design is underway. The project will be put out to bid for construction following Oregon DEQ approval of the plans.*
4. Repair WRP Influent Control Structure  
*Concrete corrosion has been found to exist within the influent control structure of the Water Restoration Plant. Staff will proceed with design of the required modifications and repairs to this facility.*
5. Evaluate Wastewater Treatment Plant expansion  
*The City's current NPDES permit does not allow sewage overflow to the Rogue River for any reason. Evaluation of plant expansion needs to be initiated to allow for storm surges which have historically caused overflows to the river.*

**D. Construct needed storm facilities**

*Evaluation of storm drainage deficiencies in the area of Eastern Avenue and Foundry Avenue will be completed. Recommendations will be referred to Council for direction. Construct high priority storm drainage projects as funding allows.*

**E. Construct transportation improvements**

1. Complete annual overlay / reconstruction program  
*Staff will proceed with the development, design and construction of major street overlay and reconstruction projects.*
2. Complete Hubbard Lane widening  
*Staff is proceeding with acquisition of the right of way required for the project. Upon completion of same, staff will bid the project for construction.*
3. Complete Redwood Avenue design  
*Neighborhood meetings to present the design to the public are being scheduled. The design will be modified as appropriate following the receipt of public comment. Final design of the project will follow.*
4. Completing funding package for Allen Creek Road  
*Staff will work with ODOT and others to adequately fund the project.*
5. Work with the County, Fairgrounds and ODOT to remove signal with minimal negative impact to Fairgrounds  
*Staff will work with all appropriate agencies to make this project occur as smoothly as possible. The Staff will press for pedestrian improvements.*
6. Initiate Drury Lane improvements  
*Staff will proceed with the design service of this project.*

## **INTERCONNECT ALL TRANSPORTATION MODES**

### **A. Interconnect bicycles**

1. Incorporate bikeways off roadways/corridor  
*Staff will look for opportunities to develop bikeways off roadways as roads are improved.*
2. Update bike map  
*Staff will redo the City bike map using the newly updated GIS and provide information for visitors and local cyclists on in-town and county cycling routes. Printing costs for maps to give to the public should be considered during the budget process.*
3. Install bike boulevards where appropriate  
*The bike boulevard on Lawnridge Avenue will be completed and Staff will look for other opportunities to work with neighborhoods on new locations.*
4. Improve crossing collectors and arterials (i.e. Redwood Avenue)  
*The design of changes at the Redwood Avenue and Allen Creek Road intersection will be completed and Staff will look for ways to fund this project that may provide a safer crossing for pedestrians and bicyclists.*
5. Continue to install bike racks around the community  
*Staff will continue to work with business owners to install bike racks to serve their businesses.*
6. Install bike and pedestrian route signage  
*Staff will work to design new sign route signage, designate areas where signs and way finders will be helpful and install those signs throughout the City on bike routes.*

### **B. Interconnect pedestrians**

1. Install infill sidewalks to serve the most vulnerable residents  
*Staff will submit a grant application to fund the installation of sidewalks throughout the community. Once approved, the Staff will work to begin construction as soon as possible.*

### **C. Interconnect trails**

1. Complete connection between Florer Drive and Allen Creek Trail  
*Staff will prepare the project for bid and construct the Florer Drive connection in 2012. A higher profile crossing will be installed to connect Florer Drive and Allen Creek Trail.*
2. Complete Fruitdale Creek Trail segments  
*Staff will look for opportunities to receive outside funding to complete the Fruitdale Creek Trail from Rogue River Highway to Cloverlawn.*
3. Complete Woodson Trail  
*A bike / pedestrian trail will be installed on the Woodson Park property including an overlook point and routing from "F" Street up to Woodson Street.*
4. Complete Baker Park Trail  
*A paved bike / pedestrian trail will be installed from East Park Street to the boat ramp at Baker Park. Staff will request permission to also connect trail to the east side of the Grants Pass Parkway.*
5. Look for opportunities to install trails within utility easements  
*Staff will explore the options of installing multi-use trails in irrigation easements and irrigation property. Staff will meet with GPID representatives to explore this option.*

### **D. Support available bus system**

*Staff will continue to work with the County on bus services including support for transit grants. Council will consider a program to provide bus passes for City residents for targeted periods.*

### **E. Prepare for alternative fuel sources (electric/natural gas)**

*Staff will work with the State to install an electric charging station. Staff will also look for opportunities to support other alternative fuel sources.*

## **PRESERVE AND ENJOY OUR NATURAL RESOURCES**

### **A. Develop facilities through grants/community involvement**

*Staff will continue to look for opportunities to fund the development of facilities through grant funding. The community will be involved with the development of any park facilities.*

### **B. Improve Parkland through private / public partnerships**

1. Improve Allen Creek Park through partnership with Soccer Club  
*Staff will work with the Parks Board and the Soccer Club to develop long term and short term proposals for the development of Allen Creek Park and specifically the development of soccer fields.*
2. Work with stakeholders to create development plan for Allenwood area  
*Staff will work with the neighborhood and other stakeholders to create a development plan for the Allenwood area which includes the development of Allenwood Park.*
3. Evaluate community support for a children's spray park  
*Staff will complete research for the Council on the pros and cons of a spray park and potential opportunities and location in a Grants Pass Park.*

### **C. Encourage use of current City resources (i.e. cycle cross)**

*Staff will look for opportunities to use current City resources to bring value to the community.*

### **D. Continue street tree planting**

*City will continue to offer the tree planting opportunities to property owners as well as an active program to install trees in public areas along streets or on public property.*

### **E. Explore potential of in-river white water park**

*Staff will prepare information for Council to review regarding the pros and cons with in-river water parks and the potential for Grants Pass.*

**WHERE THE ROGUE RIVER RUNS**



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