

# City of Grants Pass Strategic Plan

---



# Grants Pass Strategic Plan

---

## Why a Strategic Plan

I am pleased to present the Grants Pass 2016-2017 Strategic Plan. A strategic plan helps an organization perform at a high level by defining expectations and aligning resources. It provides a clear course of action for achieving positive results. A strategic plan also provides an opportunity for Council, the community and Staff to all see the routes to be taken to achieve our goals; providing an opportunity for an alignment of resources to achieve a common goal.

One thing I recognized during the strategic planning process is the secondary benefit of building stronger relations between members of Council, the community and Staff. This was accomplished by involving everyone in the process of setting a course to accomplish our dreams.

This was a rewarding process that I look forward to continuing as we follow our charted course. As an organization we are committed to the implementation of the Strategic Plan. The City's Strategic Plan will be used to establish clear staff expectations and help align department resources with common goals.

## Grants Pass Strategic Plan

---

Strategic Planning is the formal consideration of an organization's future course. All strategic planning deals with at least one of three key questions:

1. "What do we do?"
2. "For whom do we do it?"
3. "How do we excel?"

## The Importance of Strategic Planning

---

Where should City government focus its priorities? What role does the City have in addressing the community's most pressing challenges? How well is Grants Pass, as a city government, doing in its role to meet those challenges?

One way to try and answer these questions is through strategic planning. This process and how these questions are answered become our roadmap to the future. Strategic planning provides the framework for:

- Providing the community with the means to participate in establishing the vision and direction of the City.
- Establishing a process for review of and improvement in services managed by the City.
- Establishing the foundation for budgeting appropriate resources for specific outcomes.

The Strategic Plan is not a static document or process. It must change to reflect the changing community. Updates or periodic reviews can occur annually or every other year.

## The Planning Framework

---

City Council expressed a desire to incorporate the goals of the community in their decision making process. An important part of the strategic planning process is public input; this was done through the City holding a community goal setting forum, reports from non-profits and community organizations. The Council also received goals from their advisory committees and commissions and City departments. Council also submitted and discussed their own goals for the City along with discussions of long range issues and Council effectiveness.

## Strategic Plan

---

The Strategic Plan demonstrates how the City intends to achieve the broader goals established through policy. The Plan encourages teamwork and establishes clear targets for what needs to be accomplished and helps a city realize the community's vision and to accomplish a city's mission.

Strategic planning is a method that puts employees, management and Council on one page around common goals and objectives. The strategic planning process begins with Council setting broad, organizational goals that will serve the City for many years. Then, objectives and actions are attached to the organizational goals.

**Council Mission:** To represent all citizens by providing leadership and decisions necessary to meet community needs and desires.

**Council Vision:** Grants Pass is a healthy, vibrant place to live, work and play; a city connecting people to people with thriving economic, cultural and recreational opportunities.

**Council Values:** We base our decisions on the following values:

- Accountability
- Communication
- Credibility
- Integrity
- Respect
- Responsibility
- Truthfulness

**Strategic Goals:** Our Strategic Plan has five goals, which reflect the City's Mission and Vision.

- Keep Citizens Safe
- Provide Cooperative Shared Leadership Involving Council, Staff and Community
- Encourage Economic Opportunities
- Facilitate Sustainable, Manageable Growth
- Maintain, Operate, and Expand our Infrastructure to Meet Community Needs

To achieve our goals we have defined specific areas of focus and activities through objectives and actions. The following is a list of the Council's highest priorities:

- Build new Water Treatment Plant
- Pass a police/fire levy November 2017.
- Maintain necessary criminal justice infrastructure.
- Welcome Center, public restrooms and Public Safety substation for downtown.
- Provide sufficient, affordable housing opportunities for the variety of Grants Pass resident's needs.
- Reduce transient/vagrancy impact to community.
- Develop Riverside Master Plan (spray park, community building/concert venue, and Active Club pavilion ~ platform structure).
- Light storefronts downtown (CBDG) Grants of \$1,000 - \$1,500.
- Expand social media presence.
- Permanent funding solution for criminal justice system.
- Increase promotion of Historic District.
- Develop a Tree Canopy Program for commercial sites.

Objectives and actions are prioritized to show weight of importance by number of asterisks (\*).

The final link to the Strategic Plan is the City's Fiscal Year Budget and Capital Improvement Program. The Budget is the document that provides the allocation of resources necessary to implement the objectives and actions in the Strategic Plan.

I look forward to reporting our success in the coming months and to next year's plan review where we can continue our focus on long range planning to extend our plan to a five-year period.



Aaron K. Cubic  
City Manager

# Strategic Goals

---

## Keep Citizens Safe

**Objective 1: Maintain necessary criminal justice infrastructure. \*\*\***

Action 1: Pass a police/fire levy November 2017. \*\*\*

Action 2: Permanent funding solution for criminal justice system. \*\*\*

**Objective 2: Respond to homelessness and vagrancy in our community in a proactive, comprehensive and coordinated approach. \*\*\***

Action 1: Continue as a 'facilitator' not a 'partner' in consolidation of homeless/transient community services. \*\*

**Objective 3: Enhance proactive policing. \*\***

Action 1: Public education – traffic “don’t block the box”. \*

**Objective 4: Enhance preparedness for emergencies. \*\***

Action 1: Evaluate the effectiveness of services available to assure Grants Pass is prepared for disasters. \*

**Objective 5: Enhance a safe and secure environment.**

Action 1: Light up downtown in alleyways and railroad tracks. \*\*\*

Action 2: Litter clean up (target enforcement). \*

Action 3: Fire Risk Assessment Project. \*

Action 4: Reduce drug related crime and the associated neighborhood impacts. \*

## Provide Cooperative, Shared Leadership Involving Council, Staff and Community

### **Objective 1: Evaluate/ensure financial stability of Utility Funds.\*\***

- Action 1: Comprehensive Water Treatment/Wastewater/Stormwater funding strategy.\*\*
- Action 2: Review development charge policies and establish rate which protects City investments and encourages economic growth.\*
- Action 3: Gas tax.\*

### **Objective 2: Develop and implement community communication strategies.**

- Action 1: Expand social media presence.\*\*\*
- Action 2: Hold quarterly Town Hall meetings.\*\*
- Action 3: Encourage and seek out younger generation to volunteer on City committees.\*\*
- Action 4: Increase volunteer activities for beautification cleanup projects.\*
- Action 5: Promote and create information programs for Cable TV with monthly frequency.\*

### **Objective 3: Ensure efficiency and effectiveness in City operations.**

- Action 1: Implement an E-Permitting system for building and planning.\*\*\*
- Action 2: Work with the MRMPO to apply for and help administer a feasibility study on alternative fuel sources for local fleets (City, County, School District, Refuse Haulers).\*\*
- Action 3: Evaluate/implement Asset Management software across Public Works (PAVE).\*
- Action 4: Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies.\*
- Action 5: Upgrade heating/cooling system in the Municipal Building.\*
- Action 6: Discuss facility options and prepare a recommended plan for a Fleet Maintenance Facility upgrade according to the performance audit recommendations.\*
- Action 7: Continue progress reflecting recommendations from strategic plans developed through PAVE.\*
- Action 8: Streamline processes at the City level for ease of development.\*
- Action 9: Phone system upgrade.\*

### **Objective 4: Equitable share of marijuana tax revenue.\*\***

## Encourage Economic Opportunities

### ***Objective 1: Facilitate an environment to encourage business prosperity, investment and economic opportunities.***

- Action 1: Prepare funding package to resolve sewer issues in Spalding Park.\*\*\*
- Action 2: Light storefronts downtown (CBDG) Grants of \$1,000 - \$1,500.\*\*\*
- Action 3: Look into a partnership with Rogue Allure Hotel channel to promote tourism and economic development.\*\*\*
- Action 4: Partner to develop incubator facilities.\*\*
- Action 5: Pressure-wash downtown sidewalks, curbs, gutters.\*\*
- Action 6: Develop a brochure for economic opportunities in Grants Pass.\*\*
- Action 7: Support (implement) Small-Scale/Craft Manufacturing/Main Street.\*
- Action 8: Encourage businesses to develop jobs in and around the City.\*
- Action 9: Develop additional industrial land.\*
- Action 10: Promote murals within the Historic District that are based on local history.\*
- Action 11: Utilize loan fund to continue downtown facade improvement grant at \$5,000 increments, and with low interest loans of \$50,000 for renovation.\*

### ***Objective 2: Enhance commercial district to create quality shopping and dining experiences.***

- Action 1: Increase promotion of Historic District.\*\*\*
- Action 2: String lights across H and 5<sup>th</sup> streets and extend to G Street.\*\*\*
- Action 3: Welcome Center, public restrooms and Public Safety substation for downtown.\*\*\*
- Action 4: Downtown and all around the town trolley.\*\*
- Action 5: Eliminate hiding places along rail road tracts.\*\*
- Action 6: Expand year-round tree lights in the downtown.\*\*
- Action 7: New code enforcement to encourage building owners to clean up empty storefronts and alleyways and reinforce standards for appearances.\*\*

### ***Objective 3: Encourage activities that attract visitors and add to Grants Pass' livability.***

- Action 1: Balloon festival – from the ground up.\*\*
- Action 2: Vintage trailer rally.\*\*
- Action 3: Bicycle grand prix.\*

### ***Objective 4: Adopt an Economic Development Plan.***

## Facilitate Sustainable, Manageable Growth

### **Objective 1: *Promote healthy neighborhoods.***\*

- Action 1: More public trash cans and recycling bins around town or near problem areas.\*\*
- Action 2: Canopy Tree Program.\*
- Action 3: Focus on clean-up efforts in areas of blight.\*
- Action 4: Encourage neighborhoods to keep themselves clean.\*

### **Objective 2: *Develop proactive solutions to community development challenges.***\*

- Action 1: Develop a Tree Canopy Program for commercial sites.\*\*\*
- Action 2: Review and revise Development Code.\*
- Action 3: Evaluate DDA and AFD process to determine best practices for the City and property owners and clean up old DDA and AFD records on properties – possibly convert to a fee-in-lieu system.\*
- Action 4: Initiate “highway-dependent” industrial land text amendment (i.e., no mini-storage on prime industrial land).\*

### **Objective 3: *Create and sustain a city of diverse neighborhoods where all residents can find and afford the values and lifestyles they seek.***

- Action 1: Encourage an environment which provides for the growth of affordable housing opportunities for the variety of Grants Pass resident’s needs.\*\*\*



## Maintain, Operate and Expand our Infrastructure to Meet Community Needs

### **Objective 1: Plan and develop infrastructure.**

- Action 1: Explore Public Safety Station options.\*\*\*
- Action 2: Update the Downtown Master Plan.\*
- Action 3: Install ambient lighting on Caveman Bridge.\*
- Action 4: Water Distribution and Wastewater Collection - Continue pursuit of property acquisition for future reservoir and pump station sites.\*
- Action 5: Build storage building and IT operations at 202 A Street lot.\*

### **Objective 2: Ensure water infrastructure needs are met.**

- Action 1: Build new Water Plant (PAVE).\*\*\*
- Action 2: Design and implement a distribution system valve exercise/replacement program to ensure system operability.\*\*\*
- Action 3: Design/install redundant water main loop in Redwood Highway pedestrian way.\*\*
- Action 4: Develop emergency water hook-up at City Hall well.\*
- Action 5: Complete projects as part of small main replacement.\*

### **Objective 3: Ensure sewer infrastructure needs are met.**

- Action 1: Expand Wastewater Plant (PAVE).\*\*\*
- Action 2: Initiate Fats, Oils and Grease (FOG) education/enforcement program.\*
- Action 3: Implement manhole inflow/infiltration elimination program in the Redwood area.\*
- Action 4: Begin Webster 2 alternatives study/design/construction.\*

### **Objective 4: Ensure transportation infrastructure needs are met.\***

- Action 1: Plan with ODOT three lanes each direction on Redwood Hwy. from Williams Hwy. to Redwood Ave.\*\*
- Action 2: Improve dangerous/problem pedestrian crossings (flashing beacons).\*
- Action 3: Utilize college program to provide design concepts for South 'Y' interchange.\*
- Action 4: Design, bid and construct improvements to the Redwood Avenue and Allen Creek Road intersection.\*
- Action 5: Rehabilitate Redwood lot.\*
- Action 6: Improve crosswalk safety at Hawthorne & Midland.\*
- Action 7: Complete Transportation Master Plan.
- Action 8: Design the Allen Creek Road project.

### **Objective 5: Ensure storm water infrastructure needs are met.**

- Action 1: Initiate the preparation of a storm water implementation plan following adoption of the Storm Water Master Plan.
- Action 2: Create and initiate the Storm Water utility.

### **Objective 6: Ensure bicycle/pedestrian path needs are met.**

- Action 1: Interconnect trails.\*\*
- Action 2: Continually identify and implement additional off-street pedestrian and bikeway opportunities.\*\*

## Maintain, Operate and Expand our Infrastructure to Meet Community Needs – Cont’d:

- Action 3: Improve hiking/biking access to Dollar Mountain. \*\*
- Action 4: Bike trail development. \*\*
- Action 5: Improve trails to provide walking/biking transportation alternatives and recreation potential. \*
- Action 6: Provide pedestrian & bike connectivity in the NE area. \*

### **Objective 7: Ensure park infrastructure needs are met.**

- Action 1: Develop the park area west of the Caveman Bridge. \*\*\*
- Action 2: Develop Riverside Master Plan (spray park, community building/concert venue, and Active Club pavilion ~ platform structure). \*\*\*
- Action 3: Develop Sports Complex. \*\*
- Action 4: Develop Hillcrest Park Reserve. \*\*
- Action 5: Evaluate options at Reinhart Park for converting irrigation system to prevent future issues with pumping water from the River. \*\*
- Action 6: Add restroom at Fruitdale Park. \*\*
- Action 7: Develop neighborhood park enhancement. \*\*
- Action 8: Improve the high visibility landscaping at the corner of GP Parkway & East Park St. \*
- Action 9: Landscape and irrigate the area entering the City from Redwood Highway. \*
- Action 10: Create a tree walk map for Reinhart for next year’s Fall Tree Walk. \*
- Action 11: Provide shade screening for exposed playground areas. \*

### **Objective 8: Enhance opportunities to promote character and community spirit.**

- Action 1: Explore improvement of north Grants Pass coming off of Merlin Hill. Visual appeal of sight & sound to I-5. \*\*\*
- Action 2: Promote City Rebranding/Brand refreshing throughout the City. \*\*
- Action 3: Develop landscaping and parking at Park Street. \*\*
- Action 4: Exterior building remodel for the Downtown Welcome Center. \*\*
- Action 5: Military flag memorial E & F confluence. \*\*
- Action 6: Replace Municipal Building sign to match entry signs. \*
- Action 7: Entrance sign for south I-5. \*
- Action 8: Expand downtown hardscape. \*
- Action 9: Improve the street scape in 5<sup>th</sup> & H Street multiple uses. \*
- Action 10: Redwood Empire sign restoration. \*
- Action 11: Funding for public art piece for the Salmon lot. \*
- Action 12: Catalogue and promote the City’s Public Art Collection in collaboration with CoPA, Tourism and HBSC. \*
- Action 13: Place a permanent GP on Beacon Hill. \*

### **Objective 9: Provide an environment to help preserve and enhance Grants Pass’ historical assets.**

- Action 1: Refurbish and consider adding “Welcome to Grants Pass, established 1887” to top of It’s the Climate sign. \*\*
- Action 2: Obtain Certified Local Government Status. \*\*
- Action 3: Update Landmark list. \*