

# City of Grants Pass Strategic Plan

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## Why a Strategic Plan

I am pleased to present the Grants Pass 2018-2019 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

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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

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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

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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

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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
- Encourage an adequate supply of affordable housing opportunities
- Reduce homelessness/vagrancy in the downtown
- Enhancement of Riverside Park
- Develop a parking management plan
- Improve hiking/biking access to Dollar Mountain
- Develop landscape amendments focusing on xeriscape, planter strips and reducing landscape strips
- Perform a comprehensive Citywide pavement condition assessment to assist in prioritization of future street reconstruction projects
- Develop Hillcrest Park

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

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## Keep Citizens Safe

**Objective 1:** *Reduce homelessness/vagrancy in the downtown.* \*\*\*

**Objective 2:** *Use the completed Fire District Feasibility Study to finish the public consideration of a new Fire District to serve Grants Pass.* \*\*

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

Action 1: Enforce nuisance codes - focus on property management. \*\*

Action 2: Public education - traffic "don't block the box".\*

Action 3: Police presence downtown/walking a downtown beat. \*

**Objective 4:** *Enhance a safe and secure environment.*

Action 1: Enhance Public Safety as it relates to special events. \*

Action 2: Fire Risk Assessment Project. \*

Action 3: Increase proficiency and proactive time at the patrol level. \*

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

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

- Action 1: Comprehensive Water Treatment/Wastewater/Stormwater funding strategy. \*\*
- Action 2: Pass a gasoline tax/remove transportation fee from water bill. \*\*
- Action 3: Review development charge polices, system development charges and establish rates, which protect City investments and encourages economic growth. \*\*

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

- Action 1: Expand social media presence. \*\*\*
- Action 2: Expand newsletter to monthly instead of bi-monthly. \*
- Action 3: 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: Develop roadmap that directs property owners/developers through the process and procedures associated with development. \*\*
- Action 3: Work with the MRMPO to apply for and help administer a feasibility study on alternative fuel sources for local fleets (City, County, School District, and Refuse Haulers). \*\*
- Action 4: New IT/document storage facility. \*\*
- Action 5: Phone system replacement for the City. \*\*
- Action 6: Evaluate/implement Asset Management software across Public Works (PAVE). \*
- Action 7: Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies. \*
- Action 8: Upgrade heating/cooling system in the Municipal Building. \*
- Action 9: Discuss facility options and prepare a recommended plan for a Fleet Maintenance Facility upgrade according to the performance audit recommendations. \*
- Action 10: Emergency alert and notification system for City facilities. \*
- Action 11: Develop and implement an emergency fuel supply plan to ensure continuity of operations in the event of an emergency. \*

## 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: Booth/Foundry area improvement plan. \*\*
- Action 3: Partner to develop incubator facilities. \*\*
- Action 4: Develop incentive packages that encourage participation in job creating developments. \*
- Action 5: Promote mixed-use (commercial and residential) development in downtown and surrounding areas. \*
- Action 6: Partner to develop incubator facilities. Support (implement) Small-Scale/Craft Manufacturing/Main Street. \*
- Action 7: Develop additional industrial land.\*
- Action 8: Improve broadband services. \*

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

- Action 1: String lights across H and 5<sup>th</sup> streets and extend to G Street. \*\*\*
- Action 2: Welcome Center, public restrooms and Public Safety substation for downtown. \*\*\*
- Action 3: New code enforcement to encourage building owners to clean up empty storefronts and alleyways and reinforce standards for appearances. \*\*
- Action 4: Continue funding facade improvement matching grants. \*

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

- Action 1: Continue Towne Center Association community events. \*\*
- Action 2: Return/increase lodging receipts to travel and tourism contractor for broadened contract activities. \*\*

## Facilitate Sustainable, Manageable Growth

### ***Objective 1: Develop proactive solutions to community development challenges.\****

- Action 1: Develop a Tree Canopy Program for commercial sites. \*\*\*
- Action 2: Initiate "highway-dependent" industrial land text amendment (i.e., no mini-storage on prime industrial land). \*

### ***Objective 2: Encourage an environment which provides for the growth of affordable housing opportunities for the variety of Grants Pass resident's needs. \*\*\****

- Action 1: Explore different ways that legislation can both encourage and provide the development of housing for all levels of income in the community including homeless people. \*\*
- Action 2: Rezone UGB areas from rural to urban before TSP update is complete (Allen Creek Road).
- Action 3: Up-zone existing UGB areas for higher density.
- Action 4: Develop "template" plans for auxiliary dwelling units & multi-family units.
- Action 5: Develop/market affordable housing programs.
- Action 6: Conduct a housing needs analysis.
- Action 7: Create a pilot housing project program.
- Action 8: Support opportunities to obtain and sustain affordable home ownership.
- Action 9: Define development incentives and explore funding sources and partnerships.
- Action 10: Work with business to find ways to house employees.

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

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

- Action 1: Develop landscape amendments focusing on xeriscape, planter strips and reducing landscape strips. \*\*\*
- Action 2: Public Safety Station development. \*\*
- Action 3: Update the Downtown Master Plan. \*
- Action 4: Install ambient lighting on Caveman Bridge. \*
- Action 5: Water Distribution and Wastewater Collection - Continue pursuit of property acquisition for future reservoir and pump station sites. \*
- Action 6: Restroom strategy for downtown. \*

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

- Action 1: Build new Water Treatment Plant. \*\*\*
- 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. \*

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

- Action 1: Expand Wastewater Plant (PAVE). \*\*\*
- Action 2: Update collections CCTV capabilities to allow for lateral location. \*\*
- Action 3: Implement manhole inflow/infiltration elimination program in the Redwood area. \*
- Action 4: Begin Webster 2 alternatives study/design/construction. \*
- Action 5: Develop a pilot plan for Cured-In-Place-Piping (CIPP) for pipe rehabilitation projects. \*
- Action 6: Purchase a reserve pump for Darneille Lift Station. \*

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

- Action 1: Develop a parking management plan. \*\*\*
- Action 2: Perform a comprehensive citywide pavement condition assessment to assist in prioritization of future street reconstruction projects. \*\*\*
- Action 3: Plan with ODOT three lanes each direction on Redwood Hwy. from Williams Hwy. to Redwood Ave. \*\*
- Action 4: Improve dangerous/problem pedestrian crossings (flashing beacons). \*
- Action 5: Rehabilitate the Redwood Lot. \*
- Action 6: Improve vehicle and pedestrian safety at the intersection of E and 9th Streets. \*
- Action 7: Improve crosswalk safety at Hawthorne & Midland. \*
- Action 8: Complete Transportation Master Plan.
- Action 9: Design the Allen Creek Road project.
- Action 10: Develop local access street for Allen Creek Road.

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

- Action 1: Initiate the preparation of a stormwater implementation plan following adoption of the Stormwater Master Plan.
- Action 2: Create and initiate the Stormwater Utility.

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

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

- Action 1: Improve hiking/biking access to Dollar Mountain. \*\*\*
- Action 2: Support development of Rogue River Greenway. \*\*
- Action 3: Improve/repair sidewalk and pedestrian routes. \*

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

- Action 1: Develop the park area west of the Caveman Bridge. \*\*\*
- Action 2: Develop Riverside Park Master Plan (spray park, community building/concert venue, and Active Club pavilion ~ platform structure). \*\*\*
- Action 3: Enhancement of Riverside Park. \*\*\*
- Action 4: Develop Hillcrest Park. \*\*\*
- Action 5: Upgrade playground areas with rubber mats. \*
- Action 6: Landscape and irrigate the area entering the City from Redwood Highway. \*
- Action 7: Create a tree walk map for Reinhart for next year's Fall Tree Walk. \*
- Action 8: Provide shade screening for exposed playground areas. \*

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

- Action 1: Develop landscaping and parking at Park Street. \*\*
- Action 2: Military Flag Memorial. \*\*
- Action 3: Establish a program to install plaques for historic buildings in the Historic District. \*\*
- Action 4: Create a permanent plaza downtown. \*
- Action 5: Utility Box Project. \*
- Action 6: Improve the streetscape in 5th & H Street multiple uses. \*
- Action 7: Redwood Empire sign restoration. \*
- Action 8: Funding for public art piece for the Salmon Lot. \*
- Action 9: Catalogue and promote the City's Public Art Collection in collaboration with CoPA, Tourism and HBSC. \*
- Action 10: Identify neighborhoods to reestablish street trees. \*

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

- Action 1: Obtain Certified Local Government Status. \*\*