

City of Grants Pass Strategic Plan 2020



Mission of Council

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.

Values of Council

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

Strategic Goals

Keep Citizens Safe

Objective 1. Maintain necessary criminal justice infrastructure.

Action 1. Pass a Police/Fire levy November 2020.***

Objective 2. Prevention focused community policing to help reduce crime and build public trust.***

Objective 3. Utilize technology and social media to produce positive outcomes relative to improvements in Public Safety practices.*

Objective 4. Enhance a safe and secure environment.

Action 1. Increase proficiency and proactive time at the patrol level.*

Action 2. Safe routes to schools and parks.*

Action 3. Enhance emergency preparedness.

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

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

Action 1. 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. Increase citizen awareness of what utility rates cover.*

Objective 3: Ensure efficiency and effectiveness in City operations.

Action 1. Perform a comprehensive GIS needs assessment to ensure community and department GIS expectations are met.***

Action 2. Implement a new online city utility customer service platform and communication system.**

Action 3. Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies.*

Action 4. Upgrade heating/cooling system in the Municipal Building.*

Action 5. Develop and implement an emergency fuel supply plan to ensure continuity of operations in the event of an emergency.*

Objective 4: Shared Constituency.

Action 1. Facilitate establishment of drug treatment facility, utilizing federal grant funding.***

Action 2. Beacon Drive improvements.*

Encourage Economic Opportunities

Objective 1. *Facilitate an environment to encourage business prosperity and economic opportunities.*

- Action 1. Prepare funding package to resolve sewer issues in Spalding Park with a focus on developing shovel ready property.***
- Action 2. Convention Center: Feasibility study and explore a partnership with a developer or major hotel chain to locate a convention center in Grants Pass.*** URA
- Action 3. Blighted building removal and/or replacement: Removal and restructuring in key development areas to attract new investment.*** URA
- Action 4. Expand Building Renovation Grant Program.**
- Action 5. Explore partnership opportunities to enhance Grants Pass airport.**
- Action 6. Promote mixed-use (commercial and residential) development in downtown and surrounding areas.*

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

- Action 1. Ornamental lights on H and 5th streets and extend to G Street.***
- Action 2. Alley activation and beautification.***
- Action 3. Create a permanent plaza downtown.*

Facilitate Sustainable, Manageable Growth

Objective 1. *Develop proactive solutions to community development challenges.**

- Action 1. Collaborate and support extending sewer system in North Valley Industrial Park).**
- Action 2. Work with the County and ODOT to find solutions to the South Y, Redwood Hwy. and Fairgrounds traffic issues.*

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. Develop and implement a Housing Action Plan.***
- Action 2. Develop housing incentives for multi-family units.***
- Action 3. 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 4. Rezone UGB areas from rural to urban before TSP update is complete (Allen Creek Road).
- Action 5. Develop "template" plans for auxiliary dwelling units & multi-family units.
- Action 6. Develop/market affordable housing programs.
- Action 7. Conduct a housing needs analysis.
- Action 8. Create a pilot housing project program.
- Action 9. Support opportunities to obtain and sustain affordable home ownership.
- Action 10. Define development incentives and explore funding sources and partnerships.

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. Refurbish Hillcrest Public Safety Station.**
- Action 4. Update the Downtown Master Plan.*
- Action 5. Evaluate/implement LED exterior street lighting upgrades.*
- Action 6. Welcome Center façade improvements.*

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. Implement manhole inflow/infiltration elimination program in the Redwood area.*
- Action 2. Begin Webster 2 alternatives study/design/construction.*
- Action 3. Develop a pilot plan for Cured-In-Place-Piping (CIPP) for pipe rehabilitation projects.*
- Action 4. Continue Water Restoration Plant rehabilitation – Digester re-hab.*

Objective 4. Ensure transportation infrastructure needs are met.

- Action 1. Develop a parking/restroom management plan.***
- Action 2. Install sidewalks and crosswalks near the intersection of Foundry and Booth streets.***
- Action 3. Develop an innovative pavement repair program to test new repair products and techniques.**
- Action 4. Improve dangerous/problem pedestrian crossings (flashing beacons).*
- Action 5. Complete Transportation Master Plan.
- Action 6. Design the Allen Creek Road project.
- Action 7. 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 Storm Water Master Plan.

Objective 6. Ensure bicycle/pedestrian path needs are met.

- Action 1. Support development of Rogue River Greenway.**

Objective 7. Ensure park infrastructure needs are met.

- Action 1. Develop a Forest Stewardship and Recreational Use Plan for Dollar Mountain.***
- Action 2. Develop Beacon Hill Park.***
- Action 3. Restore/replace Caveman Pool.***
- Action 4. Install additional security cameras throughout the park system.***
- Action 5. Identify park infrastructure priorities.***
- Action 6. Install a bike pump track at Beacon Hill Park.**
- Action 7. Develop Riverside Park Community Building.**
- Action 8. Upgrade and repurpose Westholm Park.**
- Action 9. Landscape and irrigate the area entering the City from Redwood Highway.*
- Action 10. Complete Allen Creek Trail.*
- Action 11. Focus on Park connectivity and trail heads.*

Objective 8. Enhance opportunities to promote character and community spirit.

- Action 1. Establish art facilities program.**
- Action 2. Catalogue and promote the City's Public Art Collection in collaboration with CoPA, Tourism and HBSC.*
- Action 3. Utility Box Project.*
- Action 4. Food truck event early autumn.*

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

- Action 1. Obtain Certified Local Government Status.**
- Action 2. Develop a historic design overlay for the area bounded by Lawnridge Ave., Washington Blvd., A and Savage streets.*

Objective 10. Develop a Tree Canopy Program.**

- Action 1. Develop a Tree Canopy Program for commercial sites.**
- Action 2. Public right of way tree planting with maintenance for three years.
- Action 3. Citywide tree inventory for tree canopy.
- Action 4. Increase public education on trees.
- Action 5. Dedicated tree canopy funding.