

City of Grants Pass Strategic Plan



Why a Strategic Plan

I am pleased to present the Grants Pass 2019-2020 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:

- Develop a Forest Stewardship and Recreational Use Plan for Dollar Mountain.
- Organizational focus and collaborate with community partners to reduce transient/vagrancy impacts.
- Welcome Center, public restrooms and Public Safety substation for downtown.
- Develop trail for Beacon Hill.
- Determine highest and best use for River Road Reserve.
- Develop Riverside Park Community Building.
- Add a School Resource Officer with 2/3 funding from District 7.
- Perform a comprehensive GIS needs assessment to ensure community and department GIS expectations are met.
- Alley activation and beautification.
- Encourage an environment, which provides for the growth of affordable housing opportunities for the variety of Grants Pass resident's needs.

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: Organizational focus and collaborate with community partners to reduce transient/vagrancy impacts. ***

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: Leverage and collaborate with other service agencies to address the prevention of homelessness, poverty issues and other high priority human service needs. **

Objective 4: Enhance a safe and secure environment.

Action 1: Add a School Resource Officer with 2/3 funding from District 7. ***

Action 2: Emergency alert and notification system for City facilities. **

Action 3: Enter into a financial partnership with Securing Our Safety to complete the Josephine County project “Law Enforcement: Where We Stand.” *

Action 4: Increase proficiency and proactive time at the patrol level. *

Action 5: Enhance emergency preparedness.

Provide Cooperative, Shared Leadership Involving Council, Staff and Community

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

- Action 1: Pass a gasoline tax/remove transportation fee from utility bill. **
- Action 2: 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: Increase citizen awareness of what utility rates cover. *
- Action 3: Promote and create information programs for Cable TV with monthly frequency. *

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: Develop roadmap that directs property owners/developers through the process and procedures associated with development. **
- 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: 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: Develop trail for Beacon Hill. ***
- Action 2: Encourage increased community cleanup efforts and litter enforcement. **
- Action 3: Beacon 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. ***
- 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: Business Incubator (Innovation Hub/Makerspace): Serve as a catalyst for starting a new business or learning a new trade. ** URA
- Action 5: Booth/Foundry area improvement plan. ** URA
- Action 6: South East Industrial (Spalding): Water, sewer, and transportation improvements 25%. **URA
- Action 7: Partner to develop incubator facilities. **
- Action 8: Explore partnership opportunities to enhance Grants Pass airport. **
- Action 9: Promote mixed-use (commercial and residential) development in downtown and surrounding areas. *
- Action 10: Improve broadband services. *

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

- Action 1: String lights on H and 5th streets and extend to G Street. ***
- Action 2: Alley activation and beautification. ***
- Action 3: New code enforcement to encourage building owners to clean up empty storefronts and alleyways and reinforce standards for appearances. **

Objective 3: *Strengthen collaboration between the workforce system and Grants Pass's economic development efforts.* **

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: Develop “template” plans for auxiliary dwelling units & multi-family units.

Action 4: Develop/market affordable housing programs.

Action 5: Conduct a housing needs analysis.

Action 6: Create a pilot housing project program.

Action 7: Support opportunities to obtain and sustain affordable home ownership.

Action 8: Define development incentives and explore funding sources and partnerships.

Action 9: 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: Welcome Center, public restrooms and Public Safety station for downtown. ***
- Action 3: Public Safety Station development. **
- Action 4: Refurbish Hillcrest Public Safety Station. **
- Action 5: Update the Downtown Master Plan. *
- Action 6: Install ambient lighting on Caveman Bridge. *
- Action 7: 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: Water Plant: 18% contribution shown in debt service. **URA
- Action 4: Design/install redundant water main loop in Redwood Highway pedestrian way. **
- Action 5: 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: Sewer Plant: 18% contribution of URA shown in debt service. **URA
- 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. *

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: Develop an innovative pavement repair program to test new repair products and techniques. **
- Action 4: Improve dangerous/problem pedestrian crossings (flashing beacons). *
- Action 5: Rehabilitate the Redwood Parking Lot. *
- Action 6: Complete Transportation Master Plan.
- 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. **

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

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

- Action 1: Develop a Forest Stewardship and Recreational Use Plan for Dollar Mountain. ***
- Action 2: Develop the park area west of the Caveman Bridge. ***
- Action 3: Underdeveloped land: Area around Riverside Park. ***URA
- Action 4: Develop Hillcrest Park Reserve. ***
- Action 5: Develop Riverside Park Community Building. ***
- Action 6: Determine highest and best use for River Road Reserve. ***
- Action 7: Upgrade and repurpose Westholm Park. **
- Action 8: Riverside Park: Adding amenities to enhance Park. **URA
- Action 9: Landscape and irrigate the area entering the City from Redwood Highway. *
- Action 10: 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: Allocate a percentage of revenue from lodging tax for public art. **
- Action 5: Create a permanent plaza downtown. *
- 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. Utility Box Project. *

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

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