

# City of Grants Pass Work Plan 2021

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## Why a Work Plan

The work plan reflects the strategic planning process done by the City Council. Each year, the Council sets the direction of the organization based on the needs of its citizens. This is a living document and will be updated as progress is made and/or as goals change.

A work plan defines performance expectations and provides a framework for how we will achieve our organizational goals. To help achieve our goals and promote our successes the City of Grants Pass utilizes Specific, Measurable, and Achievable, Resource and Time-bound (SMART) objectives and actions.

### S.M.A.R.T.

Developing sound goals is critical to managing our performance. Having a SMART Work Plan:

- Establishes direction for task and/or projects
- Clarifies expectations
- Clarifies resources required to meet objectives
- Identifies the results of efforts
- Achieves higher levels of performance
- Corrects performance deficiencies
- Increases ability to take pride and satisfaction in our achievements

**Specific:** Objectives should be simplistically written and clearly define an outcome. (What, Why, How)

**Measurable:** Objectives should be measurable so that you have tangible evidence that you have accomplished the goal. Usually, the entire goal statement is a measure for the project, but there are usually several short-term or smaller measurements built into the goal. Measures should include numeric or descriptive measures that define quantity, quality, etc. Focus on elements such as observable actions, quantity, quality, cycle time, efficiency, and/or flexibility to measure outcomes not activities.

**Achievable and Assignable:** Objectives should be achievable and assignable and within the department and staff member's control or influence and they must possess the appropriate knowledge, skills, and abilities needed to achieve the goal. Consider authority or

control, influence, resources and work environment support to meet the goal. You can meet most any goal when you plan your steps wisely and establish a timeframe that allows you to carry out those steps. As you carry out the steps, you can achieve goals that may have seemed impossible when you started. On the other hand, if a goal is impossible to achieve, you may not even try to accomplish it. Achievable goals motivate employees; impossible goals demotivate them.

**Resources:** Objectives should have a measure of resources required to complete task. This may include hard dollars, grant funds, in-kind services, staff time etc.

**Time-bound:** Objectives should identify a definite target date for completion and/or frequencies for specific action steps that are important for achieving the goal. How often should the staff member work on this assignment? By when should this goal be accomplished? Incorporate specific dates, calendar milestones, or timeframes that are relative to the achievement of another result (i.e., dependencies and linkages to other projects).

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 top objectives and actions:

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

- Explore Urban Renewal Agency opportunities for Caveman Plaza
- Implement Housing Action Plan
- Public Facility Management Plan
- Trail Development & Recreation
- Create City Climate Taskforce or Committee

# Enhance Community Safety

## Leadership Objectives:

- Maintain necessary criminal justice infrastructure.
- Prevention focused community policing to help reduce crime and build public trust.<sup>\*\*\*</sup>
- Utilize technology and social media to produce positive outcomes relative to improvements in Public Safety practices.\*
- Enhance a safe and secure environment.

## Leadership Actions:

Key: O – planned action date, X – action taken

### Objective 1: Maintain necessary criminal justice infrastructure.

Action 1: Pass a Public Safety levy.<sup>\*\*</sup>

Action 2: Permanent funding for Public Safety services.\*

Objective: Maintain necessary criminal justice infrastructure.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Pass a Public Safety levy. <ul style="list-style-type: none"> <li>• Council is sending a levy rate of \$1.79 to voters in May. An information fact sheet, approved by the state, is on the City's website and is being mailed to citizens n utility bills. (3/31/21)</li> </ul>	Administration Cubic	Staff	X				Active	
2	Permanent funding for Public Safety services.	Administration Cubic	Staff					Forth coming	

### Objective 2: Prevention focused community policing to help reduce crime and build public trust.<sup>\*\*\*</sup>

Objective: Prevention focused community policing to help reduce crime and build public trust.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		

1	<p>Prevention focused community policing to help reduce crime and build public trust.</p> <ul style="list-style-type: none"> <li>Grants Pass Police partnered with Options for S. Oregon and the Police Assisted Addiction &amp; Recovery Initiative to take direct action against the disease of alcohol and drug addiction. Our commitment is to encourage drug users to pursue recovery options, connect addicts with treatment, and provide resources to other Law Enforcement agencies and communities. (3/31/21)</li> </ul>	DPS Hensman	Staff	X					Active
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**Objective 3: Utilize technology and social media to produce positive outcomes relative to improvements in Public Safety practices.\***

Objective: Utilize technology and social media to produce positive outcomes relative to improvements in Public Safety practices.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	<p>Utilize technology and social media to produce positive outcomes relative to improvements in Public Safety practices.</p> <ul style="list-style-type: none"> <li>Police and Fire/Rescue now have department specific social media platforms to better engagement with the community.</li> <li>Fire/Rescue launched Community Connect. This online platform allows residents to share valuable life safety information with first responders to utilize as they respond to calls for service. (3/31/21)</li> </ul>	DPS Hensman	Staff	X					Active

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

Action 1: Develop an Urban Interface Wildfire Resilience Plan.\*\*

Action 2: Increase proficiency and proactive time within patrol, community service officer and cadet operations.\*

Action 3: Safe routes to schools and parks.\*

Action 4: Enhance emergency preparedness.

Objective: Enhance a safe and secure environment.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		

1	<p>Develop an Urban Interface Wildfire Resilience Plan.</p> <ul style="list-style-type: none"> <li>An introductory Wildfire Protection Plan workshop has been developed and will be presented to Council on April 26. (3/31/21)</li> </ul>	DPS Johnson	Staff	X				Active
2	<p>Increase proficiency and proactive time within patrol, community officer and cadet operations.</p> <ul style="list-style-type: none"> <li>Reassigned procurement duties within the CSO ranks to better utilize the needs of the department. (3/31/21)</li> </ul>	DPS Hensman	Staff	X				Active
3	<p>Safe routes to schools and parks.</p> <ul style="list-style-type: none"> <li>Kick-off meeting was held to begin discussions of potential first projects. (3/31/21)</li> </ul>	PW Elliott	Staff	X	O			Active
4	<p>Enhance emergency preparedness.</p>	Administration Cubic	Staff					Active

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

## Leadership Objectives:

- Evaluate/ensure financial stability of Utility Funds.\*\*
- Develop and implement community communication strategies.
- Ensure efficiency and effectiveness in City operations.
- Shared constituency.

## Leadership Actions:

### 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.\*\*

Action 2: Review water rate structure.\*

Objective: Evaluate/ensure financial stability of Utility Funds.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Review development charge policies, system development charges and establish rates, which protect City investments and encourages economic growth. <ul style="list-style-type: none"> <li>• No action in 1<sup>st</sup> quarter. Begin internal review in 2<sup>nd</sup> quarter. (3/31/21)</li> </ul>	PW/CD Canady/Clark	Staff		O			Active	
2	Review water rate structure. <ul style="list-style-type: none"> <li>• Council heard a presentation on Bulk Water. Council directed staff to bring back a rate proposal for consideration in 2<sup>nd</sup> quarter of 2021. (3/31/21)</li> </ul>	PW Canady	Staff	X	O			Active	

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

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

Action 2: Increase public awareness of decisions regarding the Water Treatment Plant.\*

- Action 3. Identify new methods to increase communication and participation with citizens.\*
- Action 4. When possible, hold 'State of the City' public forum.
- Action 5. Partner with schools/organizations to do more public outreach throughout the City.

Objective: Develop and implement community communication strategies.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	<p>Increase citizen awareness of what utility rates cover.</p> <ul style="list-style-type: none"> <li>• The March issue of GP Now contained a story about “The Dollar Value of Water” highlighting the average GP utility bill, average water unit charge, and comparison to other average bills, such as trash collection, electric, cell phone, and internet charges. A story in the April issue will feature an explanation of the various charges on the utility bill and what they cover.</li> <li>• Staff are in planning stages of a brochure to explain utility rates to customers. (3/31/21)</li> </ul>	PW Canady	Staff	X	O	O		Active
2	<p>Increase public awareness of decisions regarding the Water Treatment Plant.</p> <ul style="list-style-type: none"> <li>• The January issue of GP Now contained a feature story submitted by the city’s owner representative, Stantec, outlining various design-build aspects of the project, a focus on hiring local contractors where possible, a commitment to local purchasing, and the economic benefits the project will represent to the community. The March issue of GP Now contained a story highlighting the city’s second annual Drinking Water Week Poster Contest and the city’s commitment to increasing public awareness of the importance of safe, clean drinking water. A Joint Communications Working Group has been established. The group has scheduled bimonthly meetings to continue the development and implementation of the project communications plan. (3/31/21)</li> </ul>	PW/ Administration Canady/Sabel	Staff	X				Active
3	Identify new methods to increase communication and participation with citizens.	Administration Sabel	Staff	X				Active



	<ul style="list-style-type: none"> <li>• Citizen followers of city social media accounts continues to increase. First quarter net followers to Facebook increased at a rate of more than two new people per day for a total of 186 new followers. The rate of increase at the City's Instagram account was slightly higher for a total net gain of 195 new followers. There were 129 new members to the city's Nextdoor platform, now representing 16% of more than 18,000 households. The city's Twitter account has historically represented the least amount of citizen followers and is growing a much more moderate pace of 14 new followers. Recent attendance by staff at the national Government Social Media virtual conference resulted in takeaways regarding potential expansion of social media platforms and content generation for existing platforms. Staff is investigating other government entity use of platforms such as Reddit, Tok-Tok, and Clubhouse. Staff is working on proposals to increase use of video and animation in public messaging. Staff is also implementing placement ads in the city newsletter, social media events, and promotional campaigns to increase the presence of special meetings and community outreach programs such as Council Community Connection, monthly staff/council appearances on local radio, and the city's website email subscriber list. (3/31/21)</li> </ul>							
4	When possible, hold 'State of the City' public forum.	Administration Cubic	Staff					Forth coming
5	<p>Partner with schools/organizations to do more public outreach throughout the City.</p> <ul style="list-style-type: none"> <li>• Water Restoration Plant Superintendent Gary Breliniski has coordinated with Youth Pathways Partnership to conduct increased community outreach to local students about the vocational opportunities the city provides. Staff is working to produce a video tour of the WRP that can be viewed by students in the Pathways program, as well as the general public. (3/31/21)</li> </ul>	Administration Cubic	Staff	X				Active

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

Action 1. Create City Climate Taskforce or Committee.\*\*\*

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: Fire Rescue Division internal restructure.\*

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

Objective: Ensure efficiency and effectiveness in City operations.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Create City Climate Taskforce.	PW Canady	Staff					Forth coming	
2	Implement a new online city utility customer service platform and communication system.	Finance Shults/ Gasperson	Staff		O			Active	
3	Evaluate pros and cons of a potential City debt free financial goal and review overall debt policies.	Finance Shults	Staff		O			Active	
4	Fire Rescue Division internal restructure.	DPS Hensman	Staff					Forth coming	
5	Develop and implement an emergency fuel supply plan to ensure continuity of operations in the event of an emergency. <ul style="list-style-type: none"> <li>Staff continue to work with emergency management staff on potential emergency fuel supplies. Staff investigating onsite fuel storage, potential risks and benefits. (3/31/21)</li> </ul>	PW Canady	Staff	X	O			Active	

**Objective 4: Shared constituency.**

Action 1. Work with County to move bus hub.\*\*

Action 2. Create an Equity Taskforce/Committee.\*\*

Action 3. Beacon Drive improvements.\*

Objective: Shared constituency.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Work with County to move bus hub.							Complete	
2	Create an Equity Taskforce/Committee.	Administration	Staff					Forth	

		Mejia						coming
3	Beacon Drive improvements. <ul style="list-style-type: none"> <li>Plans have been completed and the project will be let for bid in 2<sup>nd</sup> quarter. (3/31/21)</li> </ul>	PW Elliott	Staff	X	O			Active

# Encourage Economic Opportunities

## Leadership Objectives:

- Facilitate an environment to encourage business prosperity and economic opportunities.
- Enhance commercial district to create quality shopping and dining experiences.

## Leadership Actions:

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

- Action 1: Explore Urban Renewal Agency opportunities for Caveman Plaza.\*\*\*
- Action 2: Prepare funding package to resolve sewer development issues in Spalding Park with a focus on developing shovel ready property.\*\*\*
- Action 3: Parklet Infrastructure Plan.\*\*
- Action 4: Expand Building Renovation Grant Program.\*\*
- Action 5: Explore partnership opportunities to enhance Grants Pass airport.\*\*
- Action 6: Feasibility study for demand generators.\*
- Action 7: Promote mixed-use (commercial and residential) development in downtown and surrounding areas.\*
- Action 8: Explore economic impacts of cannabis industry.\*
- Action 9: Promote Dollar Mountain as a tourist destination.\*

Objective: Facilitate an environment to encourage business prosperity and economic opportunities.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Explore Urban Renewal Agency opportunities for Caveman Plaza. <ul style="list-style-type: none"> <li>• A redevelopment profile of the property is being prepared that outlines key zoning and development characteristics (e.g. zoning overlays, building stats, infrastructure, valuation) (3/31/21)</li> </ul>	CD Clark	Staff	X	O			Active	
2	Prepare funding package to resolve sewer development issues in Spalding Park with a focus on developing shovel ready property.	CD/Finance Clark/Shults	Staff					Forth coming	
3	Parklet Infrastructure Plan.	CD	Staff	X	O			Active	

	<ul style="list-style-type: none"> <li>Staff presented Council an evaluation of long-term parklet infrastructure, aesthetics, cost &amp; ownership, including other city policies.</li> <li>Council directed staff to survey the public on key parklet plan issues, get feedback from Downtown Parking Taskforce, and compile regulations from other agencies. (3/31/21)</li> </ul>	Seereiter						
4	<p>Expand Building Renovation Grant Program.</p> <ul style="list-style-type: none"> <li>New, detailed Urban Renewal Project descriptions have been drafted for 7 UR programs.</li> <li>The grant application forms are being updated and consolidated to simplify and clarify the grant process for applicants. (3/31/21)</li> </ul>	CD Seereiter/Clark	Staff	X				Active
5	<p>Explore partnership opportunities to enhance Grants Pass airport.</p> <ul style="list-style-type: none"> <li>Airport Director and CEDC Chair presented to Council the benefits of the expansion of the Grants Pass runway.</li> <li>This topic is scheduled for the May 19 Council meeting for Council to determine whether to fund the project on a yearly basis for next four years. (3/31/21)</li> </ul>	CD Seereiter	Staff	X				Active
6	<p>Feasibility study for demand generators.</p> <ul style="list-style-type: none"> <li>Awaiting progress on formation of independent Destination Marketing Organization to conduct this study. (3/31/21)</li> </ul>	CD Seereiter	Staff		O			Forth coming
7	<p>Promote mixed-use (commercial and residential) development in downtown and surrounding areas.</p> <ul style="list-style-type: none"> <li>City SDC and BRRAG matching grants are helping to bring mixed-use development to the area as well as URA projects. (3/31/21)</li> </ul>	CD Seereiter/ Clark	Staff	X				Active
8	<p>Explore economic impacts of cannabis industry.</p> <ul style="list-style-type: none"> <li>Staff anticipates a RFQ distributed in the 3<sup>rd</sup> quarter to economists who specialize in the agriculture and cannabis sectors. (3/31/21)</li> </ul>	CD Seereiter	Staff			O		Forth coming
9	Promote Dollar Mountain as a tourist destination.	DMO	Contract					

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

Action 1: Ornamental lights on H and 5<sup>th</sup> streets and extend to G Street.\*\*\*

- Action 2: Alley activation and beautification.\*\*\*
- Action 3: Support continuity of community events.\*\*
- Action 4: Create a permanent plaza downtown.\*
- Action 5: Support establishment of Downtown Merchant Association.\*
- Action 6: City take ownership/responsibility for parking lot data search in programs such as Google maps.

Objective: Enhance commercial district to create quality shopping and dining experiences.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	String lights on H and 5 <sup>th</sup> streets and extend to G Street.	CD Seereiter/Clark	Staff		O			Active
2	Alley activation and beautification. <ul style="list-style-type: none"> <li>• CoPA has selected the artist and approved the renditions for the Osprey Alley and will be presenting to City Council for final approval to move forward with art sculpture and design. (3/31/21)</li> </ul>	CD Seereiter	Staff	X				Active
3	Support continuity of community events.	Administration Cubic	Staff		O			Active
4	Create a permanent plaza downtown. <ul style="list-style-type: none"> <li>• Terrain Landscape Architecture (Jim Love) completed the downtown design plan, including conceptual layout of a downtown public plaza. Informational presentations were made to CoPA and HBSC.</li> <li>• A presentation to City Council is being scheduled for 2<sup>nd</sup> quarter. (3/31/21)</li> </ul>	CD Clark/Seereiter	Staff	X	O			Active
5	Support establishment of Downtown Merchant Association.	CD/Seereiter	Staff		O			
6	City take ownership/responsibility for public parking lot data search in programs such as Google maps.	CD/IT Clark/Selland	Staff					Active

# Facilitate Sustainable, Manageable Growth

## Leadership Objectives:

- Develop proactive solutions to community development challenges.\*
- Encourage an environment, which provides for the growth of affordable housing opportunities for the variety of Grants Pass resident's needs.\*\*\*
- Implement Housing Action Plan.\*\*\*

## Leadership Actions:

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

Action 1: Work with the County and ODOT to find solutions to the South Y, Redwood Hwy. and Fairgrounds traffic issues.\*

Objective: Develop proactive solutions to community development challenges.									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Work with the County and ODOT to find solutions to the South Y, Redwood Hwy. and Fairgrounds traffic issues. <ul style="list-style-type: none"> <li>• Council, Manager and Staff have attended a multi-jurisdictional meeting to discuss options to reduce traffic along the Redwood Highway/ Redwood Avenue interface. Quarterly meetings are scheduled. (3/31/21)</li> </ul>	PW Canady/Elliott	Staff	X	O			Active	

### 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: Facilitate development of homeless shelter and/or urban campground.\*\*
- Action 3: Rezone UGB areas from rural to urban before TSP update is complete (Allen Creek Road).
- Action 4: Support a Community Development Foundation.
- Action 5: Define development incentives and explore funding sources and partnerships.
- Action 6: Establish a land bank program.

- Action 7. Encourage a strong partnership between Josephine Housing Authority and Jackson County Housing Authority.
- Action 8. Lobby the state to allow relaxed building codes for retrofitting the upstairs spaces in the downtown buildings for residential use.
- Action 9. Aggressively gear up for implementation of HB2001 with an ordinance allowing cottages and cottage clusters.
- Action 10. Develop and implement an asset management plan.

<b>Objective: Encourage an environment, which provides for the growth of affordable housing opportunities for the variety of Grants Pass resident's needs.</b>								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	<p>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.</p> <ul style="list-style-type: none"> <li>• Staff presented Council with options to amend how “social service facilities” are regulated in the Development Code.</li> <li>• A formal code text amendment has been drafted and a UAPC public hearing is scheduled for July 14<sup>th</sup>. (3/31/21)</li> </ul>	CD Clark	Staff	X		O		Active
2	<p>Facilitate development of homeless shelter and/or urban campground.</p> <ul style="list-style-type: none"> <li>• City Manager facilitated a forum with stakeholders from the nonprofit community, City staff, and other agencies to discuss barriers and opportunities. UCAN stated their organization has allocated funding for shelter and urban campground facilities.</li> <li>• Property owners of potential urban campground locations are being contacted. (3/31/21)</li> </ul>	CD Clark	Staff	X	O			Active
3	<p>Rezone UGB areas from rural to urban before TSP update is complete (Allen Creek Road).</p> <ul style="list-style-type: none"> <li>• A contract with David Evans &amp; Assoc. was entered into in the 1<sup>st</sup> quarter to prepare a Transportation Impact Analysis for the 540-acre UGB rezone area.</li> <li>• Meetings with ODOT are scheduled for the 2<sup>nd</sup> quarter to address their concerns about traffic impacts and new infrastructure required as a result of the rezone. (3/31/21)</li> </ul>	CD Clark	Staff	X	O			Active
4	Support a Community Development Foundation.	CD Clark	Staff					Forth coming



5	Define development incentives and explore funding sources and partnerships.	CD Clark	Staff					Forth coming
6	Establish a land bank program.	CD Clark	Staff					Forth coming
7	Encourage a strong partnership between Josephine Housing Authority and Jackson County Housing Authority.	CD Clark	Staff					Forth coming
8	Lobby the state to allow relaxed building codes for retrofitting the upstairs spaces in the downtown buildings for residential use. <ul style="list-style-type: none"> <li>Staff is actively communicating with planners from other Oregon municipalities who have successfully rehabilitated the 2<sup>nd</sup> floors of historical buildings to gather lessons learned.</li> <li>Research is ongoing to assess potential barriers in building codes. (3/31/21)</li> </ul>	CD Clark	Staff	X	O			Active
9	Aggressively gear up for implementation of HB2001 with an ordinance allowing cottages and cottage clusters. <ul style="list-style-type: none"> <li>3J Consultants and JET Planning are under contract with the City through July 1, 2021, to prepare a hearings-ready code text amendment to ensure City compliance with HB2001.</li> <li>An HAC subcommittee has held five meetings since fall 2020 and UAPC is receiving an update in May '21 on the proposed changes related to cottage housing development.</li> </ul>	CD Clark	Staff	X	O			Active
10	Develop and implement an asset management plan.	CD Clark	Staff					Forth coming

**Objective 3: Implement Housing Action Plan.\*\*\***

- Action 1. Develop housing incentives for multi-family units.\*\*\*
- Action 2. Develop/market affordable housing programs.
- Action 3. Conduct a housing needs analysis.
- Action 4. Create a pilot housing project program.
- Action 5. Support opportunities to obtain and sustain affordable home ownership.
- Action 6. Develop two more pre-approved ADU plans at 750 sq. ft. and 500 sq. ft.
- Action 7. Create pre-designed floor plans for triplexes, fourplexes and duplexes.
- Action 8. Prioritize review of building permits for affordable housing.

- Action 9. Permit manufactured homes outright.
- Action 10. Allow small/tiny homes with standards.
- Action 11. Use URA to incentivize development of multi-family housing by Winco.
- Action 12. Promote ADU infill.
- Action 13. Develop minimum density zones.
- Action 14. Incentivize increase in the City’s affordable housing inventory by 2030 through expediting permits, financial motivation and Development Code amendments.
- Action 15. Promote mixed use zoning and policies, which foster additional housing types. (e.g., live-work units)
- Action 16. Facilitate development of low-income housing.

Objective: Implement Housing Action Plan.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Develop housing incentives for multi-family units. <ul style="list-style-type: none"> <li>• Guidelines for an Affordable Housing SDC Grant Program are drafted and will be presented to Council in 2<sup>nd</sup> quarter.</li> <li>• Affordable housing was added to the Urban Renewal Plan as an eligible project in 1<sup>st</sup> quarter.</li> <li>• Guidelines for the Urban Renewal funding are being drafted and will be presented to Council in 2<sup>nd</sup> quarter. (3/31/21)</li> </ul>	CD Clark	Staff	X	O			Active
2	Develop/market affordable housing programs.	CD Clark	Staff					Forth coming
3	Conduct a housing needs analysis. <ul style="list-style-type: none"> <li>• 3J Consulting and FCS Group (City’s housing needs analysis (HNA) consultants) completed the draft HNA draft in 1<sup>st</sup> quarter.</li> <li>• HAC subcommittee has provided comments.</li> <li>• A Council workshop to review the draft HNA is scheduled for May 24<sup>th</sup>. (3/31/21)</li> </ul>	CD Clark	Staff / Consultant	X	O			Active
4	Create a pilot housing project program.	CD Clark	Staff					Forth coming
5	Support opportunities to obtain and sustain affordable home ownership.	CD Clark	Staff					Forth coming
6	Develop two more pre-approved ADU plans at 750 sq. ft. and 500 sq. ft.	CD Clark	Staff / Designer			O		Forth coming

7	Create pre-designed floor plans for triplexes, fourplexes and duplexes.	CD Clark	Staff / Designer			O		Forth coming
8	Prioritize review of building permits for affordable housing. <ul style="list-style-type: none"> <li>• ORS 297.311 and Development Code Sect. 3.050 mandate expedited review of projects where at least 50% of units are sold or rented as affordable. (3/31/21)</li> </ul>	CD Clark	Staff	X				Complete
9	Permit manufactured homes outright. <ul style="list-style-type: none"> <li>• Development Code Schedule 12-2 permits manufactured housing in all “R” zones as an administrative permit. (3/31/21)</li> </ul>	CD Clark	Staff	X				Complete
10	Allow small/tiny homes with standards. <ul style="list-style-type: none"> <li>• Development Code Schedule 12-2 and building codes permit small/tiny residential dwelling units with standards. (3/31/21)</li> </ul>	CD Clark	Staff	X				Complete
11	Use URA to incentivize development of multi-family housing by Winco. <ul style="list-style-type: none"> <li>• Approximately five acres of developable residential land on Terry Lane was added to the URA boundary through a Minor Amendment in January '21.</li> <li>• Affordable housing was added to the Urban Renewal Plan as an eligible project.</li> <li>• Guidelines for the Urban Renewal funding are being drafted and will be presented to Council in 2<sup>nd</sup> quarter. (3/31/21)</li> </ul>	CD Clark	Staff	X				Complete
12	Promote ADU infill.	CD Clark	Staff	X				Active
13	Develop minimum density zones. <ul style="list-style-type: none"> <li>• HAC forwarded a motion to Council supporting the establishment of minimum densities in two different zoning districts.</li> <li>• The motion was presented to Council during a workshop in May '21.</li> <li>• Additional research was requested and will be presented to Council in 3<sup>rd</sup> quarter.</li> </ul>	CD Clark	Staff	X		O		Active

14	Incentivize increase in the City's affordable housing inventory by 2030 through expediting permits, financial motivation and Development Code amendments.	CD Clark	Staff					Forth coming
15	Promote mixed use zoning and policies, which foster additional housing types. (e.g., live-work units)	CD Clark	Staff					Forth coming
16	Facilitate development of low-income housing. <ul style="list-style-type: none"> <li>A Development Agreement is under negotiation with AVS Communities, LLC to develop a 66-unit senior multi-dwelling project that restricts rent to 60% AMI at the corner of Ramsey and Nebraska. (3/31/21)</li> </ul>	CD Clark	Staff	X	O			Active

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

## Leadership Objectives:

- Plan and develop infrastructure.
- Ensure water infrastructure needs are met.
- Ensure sewer infrastructure needs are met.
- Ensure transportation infrastructure needs are met.
- Ensure storm facility infrastructure needs are met.
- Ensure bicycle/pedestrian path needs are met.
- Ensure park infrastructure needs are met.
- Enhance opportunities to promote character and community spirit.
- Provide an environment to help preserve and enhance Grants Pass' historical assets.
- Develop a Tree Canopy Program.

## Leadership Actions:

### Objective 1: Plan and develop infrastructure.

Action 1. Public Facility Management Plan.\*\*\*

Action 2. Develop landscape amendment focusing on xeriscape, planter strips and reducing landscape strips.\*\*\*

Action 3. Update the Downtown Master Plan.\*

Action 4. Welcome Center façade improvements.\*

Objective: Plan and develop infrastructure.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Public Facility Management Plan. <ul style="list-style-type: none"> <li>• New facilities Supervisor is on staff. Project has been identified and included in proposed FY'22 budget. (3/31/21)</li> </ul>	PW Cannova	Staff	X	O			Active
2	Develop landscape amendments focusing on xeriscape, planter strips and reducing landscape strips.	CD/PW Clark/Canady	Staff					

	<ul style="list-style-type: none"> <li>Two Council Workshop presentations have been made on proposed landscape code amendments.</li> <li>Staff is drafting Development Code text amendments to reflect recent Council direction.</li> <li>Council will review final draft amendments at a Workshop in 2<sup>nd</sup> quarter and a UAPC public hearing is anticipated for 3<sup>rd</sup> quarter. (3/31/21)</li> </ul>			X	O	O		Active
3	Update the Downtown Master Plan.	CD Clark	Staff			O		Forth coming
4	Welcome Center façade improvements. <ul style="list-style-type: none"> <li>Staff will work with new facilities supervisor and interest parties to develop plan for improvements. Funds have been allocated in the proposed FY'22 budget. (3/31/21)</li> </ul>	PW Olson/Sevco	Staff	X	O			Active

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

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

Action 2: Design/install redundant water main loop in Redwood Highway pedestrian way.\*\*

Objective: Ensure water infrastructure needs are met.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Build new Water Treatment Plant. <ul style="list-style-type: none"> <li>Property sale finalized in February for 7.7 acres.</li> <li>Request for Proposals for site clearance package to make site construction ready was issued in March.</li> <li>Request for proposals to hire a Design Build Team was issued in March. (3/31/21)</li> </ul>	PW Canady	Monetary	X	O			Active
2	Design/install redundant water main loop in Redwood Highway pedestrian way. <ul style="list-style-type: none"> <li>Line is near completion and bid documents are being prepared to phase installation of the line into two segments. Installation expected in third quarter of 2021. (3/31/21)</li> </ul>	PW Canady/Kuhnert/Sevco	Monetary	X	O			Active

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

Action 1: Begin Webster 2 alternatives study/design/construction.\*

Action 2: Develop a pilot plan for Cured-In-Place-Piping (CIPP) for pipe rehabilitation projects.\*

Action 3: Continue Water Restoration Plant rehabilitation – Digester re-hab.\*

<b>Objective: Ensure sewer infrastructure needs are met.</b>									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Begin Webster 2 alternatives study/design/construction.	PW Canady/Brelinski/ Baker	Staff/ Monetary					Forth coming	
2	Develop a pilot plan for Cured-In-Place-Piping (CIPP) for pipe rehabilitation projects.	PW Baker/Elliott	Staff		O			Active	
3	Continue Water Restoration Plant rehabilitation – Digester re-hab. <ul style="list-style-type: none"> <li>Staff authorized a contract with Carollo Engineers, inc. to design heat exchanger improvements to begin the Digester re-hab.</li> <li>Design work is well underway. New work has been identified that will be brought to council in second quarter of 2021 for consideration of expansion of the project. (3/31/21)</li> </ul>	PW Canady/Brelinski	Staff	X	O			Active	

**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: Improve dangerous/problem pedestrian crossings (flashing beacons).\*

Action 4: Design the Allen Creek Road project.

Action 5: Develop local access street for Allen Creek Road.

<b>Objective: Ensure transportation infrastructure needs are met.</b>									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Develop a parking/restroom management plan. <ul style="list-style-type: none"> <li>Council directed staff to install permanent public restrooms in public parking lots. Staff will partner with Josephine Community Transit and Portland Loo to install 2 initially while a third location is considered.</li> </ul>	CD / PW Clark/Elliott	Staff/ Monetary	X	O			Active	

	<ul style="list-style-type: none"> <li>Construction expected summer or fall of 2021.</li> <li>Parking lot signs schedule for Council consideration in 2<sup>nd</sup> quarter of 2021. (3/31/21)</li> </ul>							
2	Install sidewalks and crosswalks near the intersection of Foundry and Booth streets.	PW Elliott/Stichter	Staff/ Monetary					Forth coming
3	Improve dangerous/problem pedestrian crossings (flashing beacons).	PW Elliott	Staff/ Monetary		O			Active
4	Design the Allen Creek Road project. <ul style="list-style-type: none"> <li>Staff and ODOT have selected a new contractor to complete the design of Allen Creek Road. Work is expected to resume late second quarter or early third quarter on design and ROW identification. (3/31/21)</li> </ul>	PW Canady	Staff/ Monetary	X	O			Active
5	Develop local access street for Allen Creek Road area.	CD/PW Clark/Elliott	Staff					Forth coming

**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.

<b>Objective: Ensure storm facility infrastructure needs are met.</b>									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Initiate the preparation of a stormwater implementation plan following adoption of the Storm Water Master Plan.	PW Canady/Elliott/ Stichter	Consultant					Forth coming	

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

Action 1: Pedestrian & Bicycle Commuting Connectivity.\*\*

Action 2: Support development of Rogue River Greenway.\*\*

<b>Objective: Ensure bicycle/pedestrian path needs are met.</b>									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Pedestrian & Bicycle Commuting Connectivity. <ul style="list-style-type: none"> <li>Staff presented concept of pedestrian/bicycle bridge to convey wastewater facilities across the river in the</li> </ul>	PW Elliott	Staff	X	O			Active	



	redwood area. Council has directed staff to bring forward additional cost information before dismissing the concept. (3/31/21)							
2	Support development of Rogue River Greenway.	PW Elliott	Staff					Forth coming

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

- Action 1: Trail Development & Recreation.\*\*\*
- Action 2: Develop a Forest Stewardship and Recreational Use Plan for Dollar Mountain.\*\*\*
- Action 3: Develop Beacon Hill Park.\*\*\*
- Action 4: Restore/replace Caveman Pool.\*\*\*
- Action 5: Install additional security cameras throughout the park system.\*\*\*
- Action 6: Identify park infrastructure priorities.\*\*\*
- Action 7: Caveman Pool Taskforce.\*\*
- Action 8: Upgrade and/or relocate the Skate Park.\*
- Action 9: Reassess the purpose and usage of Gilbert Creek Park and redesign it to better meet the neighborhood needs.\*
- Action 10: Install a bike pump track at Beacon Hill Park.\*\*
- Action 11: Develop Riverside Park Community Building.\*\*
- Action 12: Upgrade and repurpose Westholm Park.\*\*
- Action 13: Focus on Park connectivity and trail heads.\*

Objective: Ensure park infrastructure needs are met.								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Trail Development & Recreation. <ul style="list-style-type: none"> <li>• Connecting path from Parkside Elementary to Reinhart Volunteer Park planned for installation in 2<sup>nd</sup> quarter. (3/31/21)</li> </ul>	CD Giordano/Clark	Staff/Monetary	X	O			Forth coming
2	Develop a Forest Stewardship and Recreational Use Plan for Dollar Mountain. <ul style="list-style-type: none"> <li>• IGA with ODF adopted for wildland fuel reduction work funded by a grant.</li> <li>• Crescent Trail Head parking lot planning application submitted and reviewed by UAPC.</li> <li>• Phase 1 &amp; 2 trail plan developed, and Travel Oregon grant application submitted. (3/31/21)</li> </ul>	CD Giordano/Clark	Staff/Monetary	X	O			Active

3	<p>Develop Beacon Hill Park.</p> <ul style="list-style-type: none"> <li>Staff met with Rotary to discuss volunteer tree planting project along Interstate 5 frontage. (3/31/21)</li> </ul>	CD Giordano/Clark	Staff/ Monetary	X	O			Active
4	<p>Restore/replace Caveman Pool.</p> <ul style="list-style-type: none"> <li>Contractor tested pool heating equipment and found it to be operational but very inefficient.</li> <li>Diving board, slide and lifeguard chairs removed due to deterioration. New lifeguard chairs ordered.</li> <li>Pool will be prepped for opening in the 2021 season. (3/31/21)</li> </ul>	CD Giordano	Staff/ Monetary	X	O			Active
5	<p>Install additional security cameras throughout the park system.</p> <ul style="list-style-type: none"> <li>Cameras installed at Riverside Park and Tussing Park. (3/31/21)</li> </ul>	CD Giordano	Staff/ Monetary	X	O			Active
6	<p>Identify park infrastructure priorities.</p> <ul style="list-style-type: none"> <li>Reinhart Pergola repairs underway.</li> <li>Several parking lot repair projects in contract or planned.</li> <li>Data collection of Park assets underway.</li> <li>Grant applications submitted for Loveless Park trails and Baker Park pavement &amp; storm drain improvements.</li> <li>Reinhart dock and ramp replacement completed.</li> <li>Court repair/conversion options presented to Council. (3/31/21)</li> </ul>	CD Giordano	Staff/ Monetary	X	O			Active
7	<p>Caveman Pool Taskforce</p> <ul style="list-style-type: none"> <li>Parks Advisory Committee planning to create a subcommittee with 3 citizen members. (3/31/21)</li> </ul>	CD Giordano/Clark	Staff		O			Active
8	<p>Upgrade and/or relocate the Skate Park.</p> <ul style="list-style-type: none"> <li>RFP in development for Skate Park repairs. (3/31/21)</li> </ul>	CD Giordano/Clark	Staff/ Monetary	X	O			Active
9	<p>Reassess the purpose and usage of Gilbert Creek Park and redesign it to better meet the neighborhood needs.</p>	CD Giordano/Clark	Staff/ Monetary					Forth coming
10	<p>Install a bike pump track at Beacon Hill Park.</p>	CD Giordano	Staff/ Monetary					Forth coming
11	<p>Develop Riverside Park Community Building.</p>	CD Clark/Giordano	Staff/ Monetary					Forth coming

12	Upgrade and repurpose Westholm Park. <ul style="list-style-type: none"> <li>Restroom upgrades completed by staff.</li> <li>Playground planning underway. State Grant for \$75,000 secured. (3/31/21)</li> </ul>	CD Giordano	Monetary	X	O			Active
13	Focus on Park connectivity and trail heads. <ul style="list-style-type: none"> <li>Parkside Elementary connecting path planned in 2<sup>nd</sup> quarter.</li> <li>Crescent trailhead parking lot planned 2<sup>nd</sup> quarter. (3/31/21)</li> </ul>	CD Giordano	Staff/ Monetary	X	O			Active

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

- Action 1. Publish a total of four 'Art Spotlights'.\*
- Action 2. Create a Walking Art Map.\*
- Action 3. Utility Box Project.\*
- Action 4. Add one parking lot art installation to a designated parking lot.\*

<b>Objective: Enhance opportunities to promote character and community spirit.</b>								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Publish a total of four 'Art Spotlights'.	CD Seereiter	Staff Monetary		O			Active
2	Create a Walking Art Map. <ul style="list-style-type: none"> <li>GIS staff has developed an app for mobile devices and computer devices that list art locations and other information. (3/31/21)</li> </ul>	CD Seereiter	Staff Monetary	X				Active
3	Utility Box Project. <ul style="list-style-type: none"> <li>Staff awaiting grant opportunities from the Fourway Foundation to help fund the project. (3/31/21)</li> </ul>	CD Seereiter	Staff Monetary	X				Active

**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.\*

<b>Objective: Provide an environment to help preserve and enhance Grants Pass' historical assets.</b>								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	

1	<p>Obtain Certified Local Government Status.</p> <ul style="list-style-type: none"> <li>In April, City Council approved a Development Code text amendment to the historic resources chapter, which is one of the required elements to obtain CLG status.</li> <li>Staff is preparing the final documentation to submit to the State Historic Preservation Office in order to obtain formal CLG certification. (3/31/21)</li> </ul>	CD Clark	Staff	X	O			Active
2	<p>Develop a historic design overlay for the area bounded by Lawnridge Ave., Washington Blvd., A and Savage streets.</p> <ul style="list-style-type: none"> <li>The overlay boundaries and conceptual design standards have been identified by HBSC.</li> <li>A summary of HBSC's recommended designs and next steps will be forwarded to Council in 2<sup>nd</sup> quarter.</li> </ul>	CD Clark	Staff	X	O			Active

**Objective 10: Develop a Tree Canopy Program.\*\***

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

Objective: Develop a Tree Canopy Program									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	<p>Develop a Tree Canopy Program for commercial sites.</p> <ul style="list-style-type: none"> <li>Urban Tree Advisory Committee working on compiling planting locations for commercial sites. Will work on project scope and budget in months to come. (3/31/21)</li> </ul>	CD Mecum Tree Advisory Committee	Staff	X	O			Active	
2	Dedicated tree canopy funding.	PW/CD Canady/Mecum	Staff/Monetary					Forth coming	
3	<p>Public right of way tree planting with maintenance for three years.</p> <ul style="list-style-type: none"> <li>Urban Tree Advisory Committee working on compiling planting locations for commercial sites. Will work on project scope and budget in months to come. (3/31/21)</li> </ul>	CD Mecum Tree Advisory Committee	Staff	X	O			Active	
4	Citywide tree inventory for tree canopy.	CD Mecum	Staff	X	O			Active	

	<ul style="list-style-type: none"> <li>Volunteers have continued to collect data. Mecum will host a refresher training at one of our parks later this spring. (3/31/21)</li> </ul>	Tree Advisory Committee						
5	<p>Increase public education on trees.</p> <ul style="list-style-type: none"> <li>Mecum has presented to Sister City Committee and Rotary on urban forestry. Mecum authored article for <i>GP</i> Now on right-of-way trees and regulations. (3/31/21)</li> </ul>	CD Mecum/ Tree Advisory Committee	Staff	X	O			Active