

CITY OF GRASS VALLEY

STRATEGIC PLAN

2018

MISSION

Enrich the quality of life through exceptional service, innovation, and leadership.

VISION

Enhance our future as a progressive destination and the place to live and thrive.

VALUES

Honesty & Open
Exceptional Service
Proactive
Fiscal Responsibility
Partnerships



THE CITY OF GRASS VALLEY

"That some achieve great success is proof to all that others can achieve it as well."
- Abraham Lincoln

The concept of a long range Strategic Plan was presented to the Grass Valley City Council in 2018. The purpose of the Strategic Plan was to provide a set of goals from which comprehensive programs could be developed and adopted to help direct the City's future strategies and projects. The Strategic Plan was developed with input from community focus groups consisting of an assortment of interested citizens and community leaders. Community contributions culminated at a Citywide public forum where discussion focused on the future direction of Grass Valley and potential projects to enhance the City's livability; seven core goals were identified: 1) *Community & Sense of Place*, 2) *Transportation*, 3) *Recreation and Parks*, 4) *Economic Development and Vitality*, 5) *High Performance Government & Quality Service*, 6) *Public Safety*, 7) *Water & Wastewater Systems & Underground Infrastructure*.

A list of strategies and projects were established for each goal based on feedback from the community, City staff and City Council. The strategies and projects will be reviewed by the City Council each year during the budgeting process and priorities will be established to determine which projects will be executed over the coming years. As projects are completed new projects will be added in keeping with the seven established Goals.

As part of this overall process City staff revised the City's Mission statement, created a Vision statement and set of Values to help guide City employees moving forward.

THE MISSION OF GRASS VALLEY IS TO:
**ENRICH THE QUALITY OF LIFE THROUGH EXCEPTIONAL SERVICE,
INNOVATION AND LEADERSHIP.**

THE VISION OF GRASS VALLEY IS TO:
**ENHANCE OUR FUTURE AS A PROGRESSIVE DESTINATION AND THE PLACE
TO LIVE AND THRIVE.**

CITY VALUES

WE ACCOMPLISH OUR **MISSION** AND REALIZE OUR **VISION** BY EMBRACING
THESE **VALUES**:

HONEST AND OPEN:

WE WORK IN AN **OPEN, ETHICAL AND TRUTHFUL WAY**. ALL HAVE ACCESS TO
SERVICES AND INFORMATION. WE ACT WITH **UNCOMPROMISING HONESTY AND
INTEGRITY** IN EVERYTHING WE DO.

EXCEPTIONAL SERVICE:

WE PROVIDE, **EXCELLENT, PROFESSIONAL AND HIGH-QUALITY SERVICE**. WE
ANTICIPATE, MEET OR EXCEED CUSTOMER SERVICE EXPECTATIONS, **QUALITY
IS EVERYTHING WE DO**.

PROACTIVE:

WE **LEAD BY EXAMPLE**, INCORPORATING NEW IDEAS AND TECHNOLOGIES IN
OUR WORK ENVIRONMENT, **ANTICIPATING AND IMPROVING** OUR DELIVER OF
SERVICE IN AN ENVIRONMENT OF EVER INCREASING CHANGE.

FISCALLY RESPONSIBLE:

WE BELIEVE IN **PROTECTING THE FINANCIAL HEALTH** OF THE CITY AND
PROMOTING ITS ECONOMIC VITALITY AND **DELIVERING EXCEPTIONAL VALUE**
TO OUR CITIZENS. RECOGNIZING WE ARE ENTRUSTED TO WISELY USE PUBLIC
RESOURCES AND **BE ACCOUNTABLE** TO THOSE THAT HAVE PLACED TRUST IN US.

PARTERSHIPS:

WE BELIEVE IN **COLLABORATION**, PROMOTING **INCLUSIVENESS**, SUPPORTING
COMMUNITY INPUT, AND **EMBRACING NEW IDEAS**. WE TAKE PRIDE IN WORKING
FOR AND GIVING BACK TO GRASS VALLEY

GRASS VALLEY

The City's General Plan has always been built around central themes, all are key focus points of the City's current Vision:

- Preserve Grass Valley's historical character and encourage restoration.
- Expand public services to serve growing population.
- Encourage variety in residential building types and environments.
- Include high density housing areas in the town center.
- Provide better regional connections.
- Improve the circulation patterns within the City.
- Protect and improve the Downtown area.
- Diversify the economy and locate industry to avoid undue traffic.
- Preserve scenic beauty and character.

The citizens of Grass Valley value the City's rural small-town character and sense of community. Neighborhood integrity, as well as, design and establishment of community and neighborhood gathering places is a high priority for Grass Valley. Aesthetics such as trees, creeks and wildlife also play a vital role in the quality of life for Grass Valley residents. Furthermore, community members cherish the inherent sense of history in the architecture and landmarks throughout Grass Valley; therefore, historic preservation and improvements are highly important to the community.

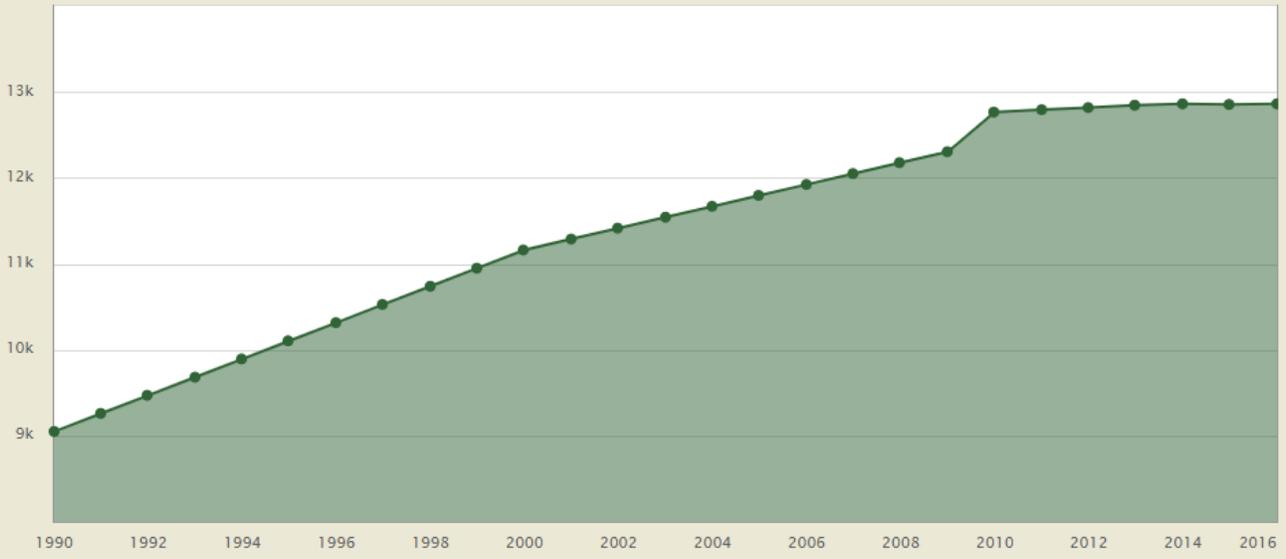
The City of Grass Valley was incorporated as a charter City on March 13th, 1893. During the goldrush countless tin miners immigrated from Cornwall, England and settled in Grass Valley to try their hand at gold mining Grass Valley, home to two of the most lucrative mines in California: The Empire Mine and the North Star Mine. The Cornish brought with them their Cornish heritage which still permeates Grass Valley's culture, especially during annual events such as Cornish Christmas and St. Piran's Day.

Grass Valley is the largest city in Western Nevada County, as such it is the economic and cultural center for the surrounding area. The City must plan for accommodating the needs of all the people who use the City, even those who are not City residents. For example, the Center for the Arts attracts approximately 60% of their patrons from locations outside of Grass Valley city limits.

POPULATION

TOTAL POPULATION **12,861** → **+.05% vs. 2015**

Growth Rank
358 OUT OF **482**
 Municipalities in California



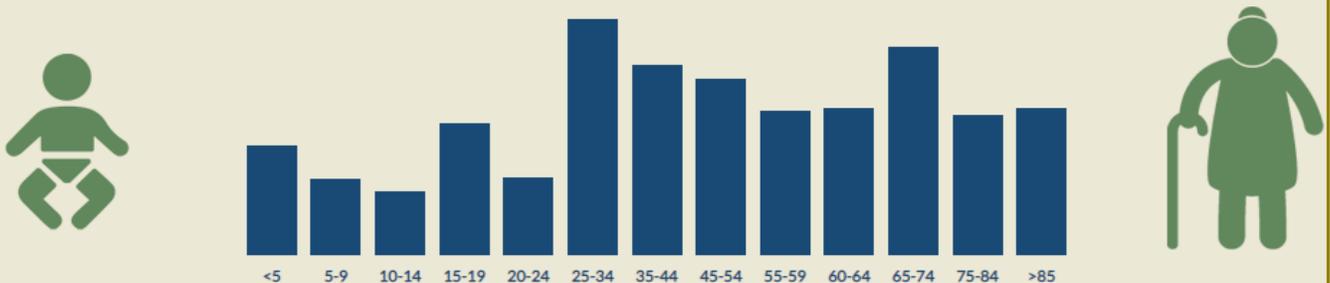
* Data Source: American Community Survey, 2010 Census, 2000 US Census and 1990 US Census



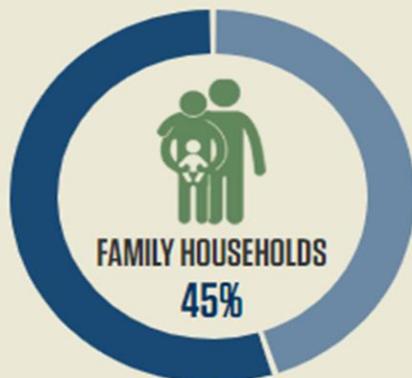
DAYTIME POPULATION
20,088

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

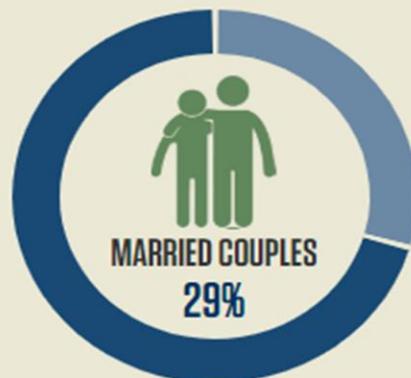
POPULATION BY AGE GROUP



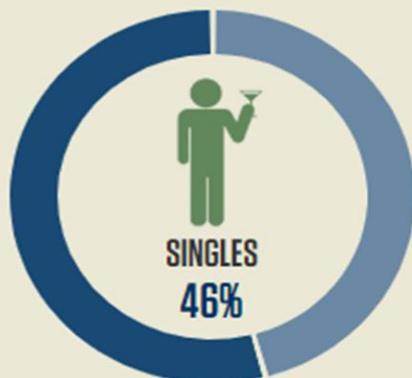
5,964 GRASS VALLEY HOUSEHOLDS



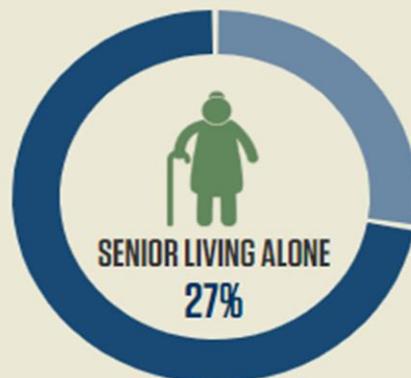
▼ **35%** LOWER THAN STATE AVERAGE



▼ **41%** LOWER THAN STATE AVERAGE



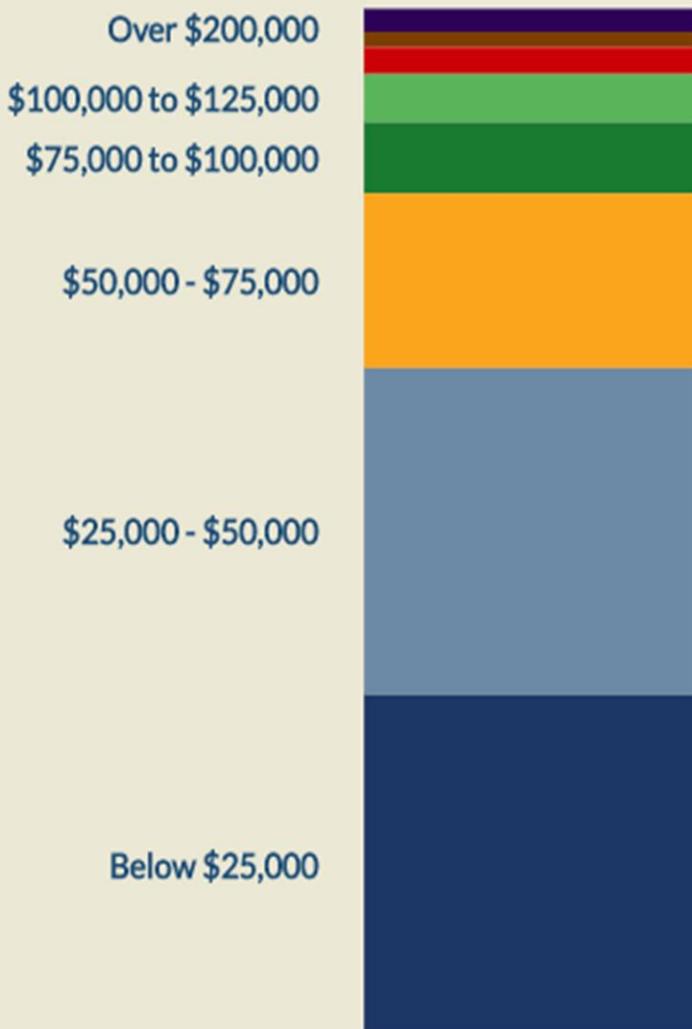
▲ **90%** HIGHER THAN STATE AVERAGE



▲ **204%** HIGHER THAN STATE AVERAGE



HOUSEHOLD INCOME



GRASS VALLEY

ABOVE \$200,000

2%

▼ **76%** LOWER THAN STATE AVERAGE

MEDIAN INCOME

\$35,524

▼ **44%** LOWER THAN STATE AVERAGE

BELOW \$25,000

33%

▲ **70%** HIGHER THAN STATE AVERAGE

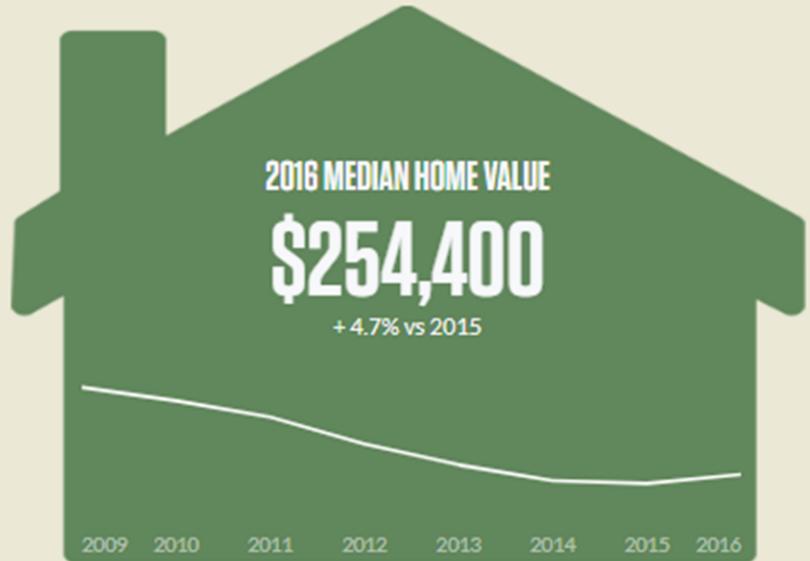
HOUSING



HOME OWNERS VS RENTERS

Grass Valley

State Avg.



HOME VALUE DISTRIBUTION



* Data Source: 2016 US Census Bureau, American Community Survey. Home value data includes all types of owner-occupied housing.

SCHOOLS



SCHOOL

DISTRICT

Nevada County Schools

Enrollment Trends Over Eight Years

- 2008-2009: 13,448
- 2009-2010: 13,299
- 2010-2011: 13,164
- 2011-2012: 12,840
- 2012-2013: 12,514
- 2013-2014: 12,354
- 2014-2015: 12,305
- 2015-2016: 12,066

Four Schools have closed during this period:

Pleasant Ridge, Nevada City Elementary, Gold Run School and Hennessey School

Bell Hill School closed in 2005

Pleasant Valley School will close at the end of this school year.



CITY OF GRASS VALLEY
Timothy Kiser, City Manager/City Engineer

125 East Main Street
Grass Valley, CA 95945

A CENTENNIAL CITY

LETTER FROM THE CITY MANAGER

It with great pleasure and pride that I present the 2018 City of Grass Valley Strategic Plan. This plan epitomizes the passion and empowerment of the Grass Valley citizens, community and business partners, Mayor and Council Members, as well as, the entire City staff. Without the participation and contribution from every member of Grass Valley, this plan would never have come to fruition. The goals and projects presented in this strategic plan are the result of multiple meetings and countless discussions regarding the well-being of our City and how to best improve our unique identity as we plan for the future.

The City of Grass Valley initiated the strategic planning process in the spring of 2018. The City's mission, vision, and values provide the foundation for the plan's seven key goals: Community and Sense of Place, Transportation, Recreation and Parks, Economic Development and Vitality, High Performance Government and Quality Service, Public Safety, and Water and Wastewater Systems and Underground Infrastructure. We developed the strategic objectives (projects) in each Goal via extensive analysis of citizen needs and desires, community leaders and local business owners' feedback, local and statewide trends, and information provided from various professionals within the City's organization. These objectives will be the guiding force for all the future projects, plans and services prepared by the City in the next fifteen to twenty years.

The Strategic Plan is a tool that clearly identifies the City's responsibility to protect and provide for the Grass Valley community. The plan prioritizes the City's needs and directs the government in decisions regarding development of the City of Grass Valley. I am completely confident that our Strategic Plan's emphasis on accountability, partnerships, innovation, and efficiency will promote a comprehensive and responsive City budget that balances the diverse needs of our community.

I would like to thank all the citizens who devoted their time and perspective to help develop this Strategic Plan. I'd also like to share my appreciation for the Mayor and Councilmembers' constant leadership and support, as well as, the whole City staff for their unabating hard work and commitment to Grass Valley.

Sincerely,

Tim Kiser
City Manager

STRATEGIC PLAN

GOAL #1: COMMUNITY & SENSE OF PLACE

THE CITY OF GRASS VALLEY IS DEDICATED TO PROMOTING PROGRAMS AND PROJECTS THAT IMPROVE LIVABILITY AND ENHANCE THE CHARACTER AND CHARM OF GRASS VALLEY.

It is the City's goal to provide for high-quality development that respects Grass Valley's historical small-town character, while also encouraging a variety of residential housing and business types. To maintain the quality of life and sense of community, the City will continue to provide more experiences for families and promote neighborhood and downtown improvements.

Ideas from the Community:

- ❖ Diverse housing options for all
- ❖ Downtown Grass Valley and other areas of the community needs more *experiences* for families (a communal gathering place)
- ❖ Preservation of Grass Valley's historical character and overall beautification of the City

OBJECTIVES/PROJECTS:

A. SHORT TERM PROJECTS (0-3 YEARS):

- 1.A.1. Work with developers and the community to expedite the development of housing projects (especially already approved housing projects). Develop quality of life housing opportunities.
- 1.A.2. Develop a landscape strategy to ensure consistency in City-maintained landscape areas, including downtown streetscapes and City-owned parking lots.
- 1.A.3. Create more experiences for families in City parks and downtown (e.g. storytelling, summer camps, outdoor performing arts, magic shows, and other special events geared toward families).
- 1.A.4. Develop an annual project to clean up neighborhoods and/or commercial areas.
- 1.A.5. Create identifiable highway signage and gateways into the City to help promote a unique and captivating identity for the City of Grass Valley.
- 1.A.6. Improve the appearance of Colfax Avenue (Highway 174), Main Street, and Old Highway 49.
- 1.A.7. Establish and support more events that encourage diverse attendance from all groups.
- 1.A.8. Add a student art exhibit to City Hall.

1.A.9. Improve and restore waterways (i.e. Wolf Creek) throughout the City.

1.A.10. Be a leader in green energy solutions (Solar, Community Choice Aggregation, etc.)

B. MEDIUM TERM PROJECTS (2-5 YEARS):

1.B.1. Make City entrance signs on Highway 49 East and West, possibly utilizing the overpasses and screen protective fencing as a backdrop.

1.B.2. Create a “community gathering place” for the City in/near downtown where families and groups can enjoy music, recreation, and all sorts of entertainment together.

1.B.3. Enhance efforts to clean up neighborhoods and commercial areas.

1.B.4. Create programs to encourage business and home owners to make façade renovations to improve overall appearance of the City.

1.B.5. Amend City regulations to allow businesses to utilize space in the public right-of-way in Downtown to increase outdoor dining and shopping experiences (potentially remove some parking to accomplish).

1.B.6. Initiate the General Plan Amendment, focusing on required components, refreshing information to bring the plan and code up to date, minimizing the time and money to update entirely, focusing on what is needed and required to sustain Grass Valley’s vision for the next 20 years.

1.B.7. Design Grass Valley themed signage to install throughout Downtown area.

C. LONG TERM PROJECTS (5-10 YEARS):

1.C.1. Enhance the attractiveness of neighborhoods through City services, innovative ideas, and voluntary compliance with City codes and regulations.



GOAL #2:**TRANSPORTATION**

THE CITY OF GRASS VALLEY SUPPORTS A SAFE, RELIABLE, AND MULTIFACETED TRANSPORTATION SYSTEM CAPABLE OF ACCOMMODATING EVERY COMMUNITY MEMBER AND GUEST OF GRASS VALLEY.

Grass Valley focuses on improving circulation patterns within the City, and this Strategic Plan reinforces that focus with projects aimed at enhancing overall connectivity. Providing quality infrastructure will always be a focal point for the City of Grass Valley, including safe and well-designed streets, bikeways, sidewalks, and trails.

Ideas from the Community:

- ❖ Street maintenance, improvements to intersections and pedestrian walkways (sidewalks, trails) should be treated as high priorities.
- ❖ Improvements need to be made to Colfax Avenue and South Auburn Street intersection downtown, as well as, the McKnight Way freeway interchange.
- ❖ Completion of the Wolf Creek Trail system.
- ❖ Enhance City sidewalks and bikeways to provide for safer travel, better walkability, and more connectivity throughout Grass Valley.
- ❖ Look into net-zero emissions and alternate fossil fuel transportation modes, in addition to shorter wait times for bus travel.

OBJECTIVES/PROJECTS:**A. SHORT TERM PROJECTS (0-3 YEARS):**

- 2.A.1. Develop an aggressive pavement management plan to address aging streets and sidewalks that need resurfacing and repair. Look into contracting out an annual overlay program for road and sidewalk repair.
- 2.A.2. Create a tree planting/replacement program with a common theme (e.g.: Dogwoods) for the City's streets. Continue seeking grants related to air quality and greenhouse gases to help fund this effort.
- 2.A.3. Maintain ADA Transition Plan and commence implementation of improvements.
- 2.A.4. Continue to look for ways to improve parking (i.e. add more parking spaces) in and near Downtown area.
- 2.A.5. Install sidewalks in key pedestrian areas, including downtown and East Main Street, to provide for connectivity with existing sidewalks to allow for safe pedestrian travel.
- 2.A.6. Work out an agreement with Caltrans to acquire Tinloy Street-Hansen Way-Colfax Avenue (Highway 174) intersection.

2.A.7. Develop a plan to redesign the intersection at the freeway offramp at Colfax Avenue and South Auburn Street (possible roundabout) to improve traffic flow and pedestrian/cyclist access, encourage safer driving, and provide additional parking for downtown.

B. MEDIUM TERM PROJECTS (2-5 YEARS):

2.B.1. Conduct proactive community engagement forums regarding sensitive traffic concerns and facilitate discussions with the responsible departments (Police, Engineering, etc.) on traffic related issues.

2.B.2. Collaborate with Caltrans to develop a design to improve the McKnight Way Interchange, and South Auburn Street/Colfax Avenue/Tinloy Street triangular intersection (possible roundabout) to improve traffic flow and freeway access.

2.B.3. Create an attractive, aesthetically pleasing entryway to downtown.

2.B.4. Beautify Colfax Avenue (landscaping) to make it a more attractive gateway to downtown shopping and dining, and Memorial Park neighborhoods.

2.B.5. Redesign streets throughout downtown: improve sidewalks, develop a gathering place for community members and visitors to congregate.

2.B.6. Develop a systematic and decisive plan to acquire property.

2.B.7. Improve existing public-controlled property to allow for the development of non-motorized trails to create connections between areas such as Wolf Creek, Downtown, schools, and parks.

2.B.8. Evaluate the placement of new electronically-lit crosswalk systems near schools and downtown sites.

2.B.9. Install electric vehicle charging stations at key locations throughout the City.

C. LONG TERM PROJECTS (5-10 YEARS):

2.C.1. Install portions of the Wolf Creek Trail throughout Grass Valley with the goal of providing overall connectivity to each section over the next 7 to 10 years.

2.C.2. Widen Highway 49 South to four lanes to improve safety in high-danger areas.

2.C.3. Develop long-term transportation planning to help local and regional transportation networks operate at the highest level of efficiency.

2.C.4. Research Uber, Lift, and other transportation network companies as a potential public transportation option and employment shortage solution.

2.C.5. Work with Caltrans to remove their material storage yard along Wolf Creek and the Colfax downtown freeway exit.

GOAL #3:

RECREATION & PARKS

THE CITY OF GRASS VALLEY STRIVES TO PROVIDE DIVERSE RECREATIONAL AMENITIES IN OUR PARKS, AND WE ARE ACTIVELY IMPLEMENTING PROJECTS TO IMPROVE THE PARKS AND TRAILS SYSTEMS.

To enrich the physical, mental and social wellbeing of the community, the City of Grass Valley will provide diverse recreational amenities to all age groups within our parks and maintain the parks to the highest standards.

Ideas from the Community:

- ❖ Upgrades and improvements to all City parks and trail systems.
- ❖ Improved cooperation with the school systems for joint use of fields.
- ❖ Enhancements to the City pool and facilities at Memorial Park.
- ❖ Development of a sports complex for field events where the City can host City teams and traveling teams as an economic advancement for Grass Valley.
- ❖ Ensure accessibility and safety of the parks and trails within the City.

OBJECTIVES/PROJECTS:

A. SHORT TERM PROJECTS (0-3 YEARS):

- 3.A.1. Upgrade Memorial Park fields, pool and pool deck, locker rooms, parking lots, sidewalks and safety fencing around Colfax Highway. Also, improve signage, entrance, and landscaping to accomplish overall beautification of Memorial Park.
- 3.A.2. Install and/or improve fields for soccer, lacrosse and other field sports. Increase playable hours at fields through the evaluation of lighting options.
- 3.A.3. Collaborate with the State, local agencies, schools to utilize their field space and/or property for recreational purposes.
- 3.A.4. Develop internal trails within the City parks.
- 3.A.5. Beautify and improve the landscaping throughout Condon Park, design and develop a more striking entrance to the park, provide more parking, expand the disc golf area, add seating around skate park, and non-motorized trails throughout the park, and renovate the public buildings.
- 3.A.6. Enhance the City's recreational programs by developing partnerships, policies, and processes with outside organizations to help meet the recreational needs of Grass Valley while minimizing the need for City resources.
- 3.A.7. Improve the smaller parks in Grass Valley by upgrading play equipment and landscaping.
- 3.A.8. Install a water playground feature in City parks.

3.A.9. Increase the use of video and social media advertising for recreation programs, classes, and events.

3.A.10. Improve the safety of public parks by employing a park ranger.

B. MEDIUM TERM PROJECTS (2-5 YEARS):

3.B.1. Implement new Recreation Management Software to allow for the convenience of online registration, reservations, and payments.

3.B.2. Remove the dilapidated buildings in Memorial Park and replace with new building(s) that can be used by community groups for their various recreation and other programs in partnership with the City.

3.B.3. Improve Condon Park by adding more trails and continue upgrades to Love building so it can be considered a more diverse venue capable of hosting events (e.g.: weddings, company events, reunions).

3.B.4. Create a unique play structure in Condon Park that commemorates the City's historical past.

3.B.5. Create Parks and Landscaping maintenance standards for City parks to ensure they are well maintained, clean, safe, and family friendly.

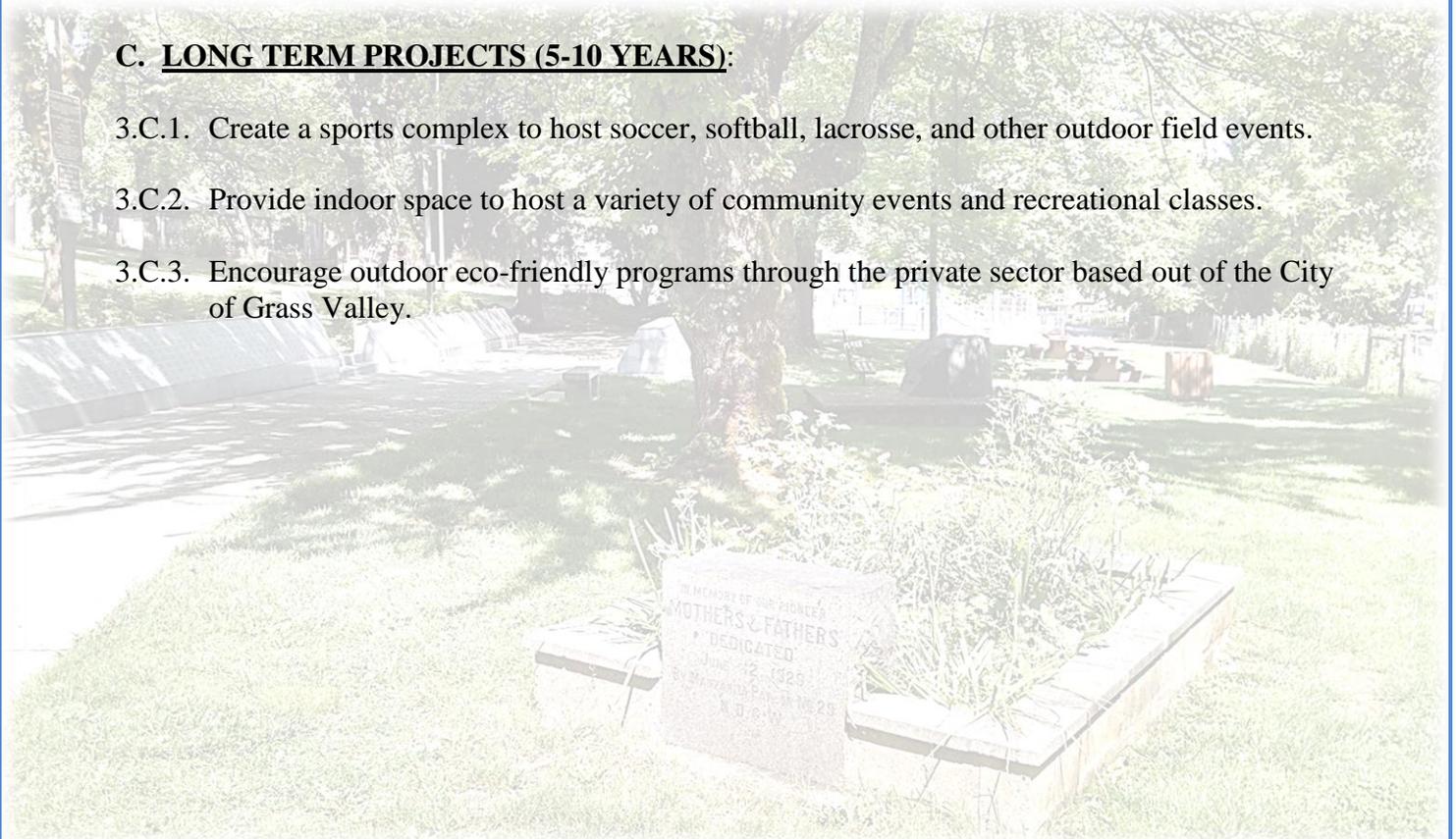
3.B.6. Construct an all-weather field for soccer, lacrosse, and other sports.

C. LONG TERM PROJECTS (5-10 YEARS):

3.C.1. Create a sports complex to host soccer, softball, lacrosse, and other outdoor field events.

3.C.2. Provide indoor space to host a variety of community events and recreational classes.

3.C.3. Encourage outdoor eco-friendly programs through the private sector based out of the City of Grass Valley.



GOAL #4: ECONOMIC DEVELOPMENT & VITALITY

THE CITY OF GRASS VALLEY ENCOURAGES A ROBUST AND SUSTAINABLE ECONOMY THAT REFLECTS DIVERSE EMPLOYMENT OPPORTUNITIES THAT SUPPORT THE VALUES OF GRASS VALLEY.

Grass Valley plays a critical role in shaping the quality of life for its community members through the establishment of an authentic sense of place and fiscal stability. City leaders will continue to work with the business community and community leaders to institute a sustainable economic development strategy that supports small business development, the arts, and tourism.

Ideas from the Community:

- ❖ Grass Valley needs more living-wage jobs.
- ❖ We need to provide opportunities for emerging, non-traditional entrepreneurial small businesses in the City.
- ❖ Provide local training in the various trades to foster upward mobility.
- ❖ Improve highspeed internet and broadband service throughout the City.
- ❖ Improve the downtown Safeway shopping center and entrance to downtown Grass Valley.
- ❖ Encourage the farm to fork industry, collaborate with local farms.
- ❖ Support small business through the City permitting process.
- ❖ Expand marketing for tourism and the arts in Grass Valley, promoting the City as a destination to explore.

OBJECTIVES/PROJECTS:

A. SHORT TERM PROJECTS (0-3 YEARS):

- 4.A.1. Implement a plan to establish highspeed, broadband internet service to the residences and businesses in the City of Grass Valley and surrounding area.
- 4.A.2. Address Downtown parking issues identified in the Adopted Parking Plan, including funding, convenient access, and integrated transit and alternate transportation solutions.
- 4.A.3. Enforce the No-Smoking ordinance downtown, work with merchants and community members to promote No-Smoking campaign.
- 4.A.4. Collaborate with the Downtown Association to create unique shopping experiences downtown to help influence patrons to linger and shop longer. Develop strategies to inspire citizens and visitors to shop downtown as oppose to online (e.g. create same day delivery service for downtown stores).
- 4.A.5. Take steps, via annexation and/or rezoning, to create a business environment with more opportunities for industrial businesses to thrive.

4.A.6. Integrate the roles of Grass Valley Elected Leaders and City Staff in the economic development efforts for the City so everyone understands and articulates the same maxim regarding the City's economic wellbeing.

B. MEDIUM TERM PROJECTS (2-5 YEARS):

4.B.1. Work with Sierra College, Nevada Union High School, and other organizations to develop specific curriculum to train the locally-demanded workforce to help foster Grass Valley's economic growth.

4.B.2. Support workforce development and community amenities initiatives that meet the needs of employers within the Grass Valley community.

4.B.3. Develop a Marketing Brand for the City that can be used for all promotional materials, and produce a long-term, fundable marketing strategy.

4.B.4. Provide opportunities for emerging/non-traditional retail and technology startup businesses. Seek funding sources for small business startups and provide specialized *small business* assistance via convenient and user-friendly permitting and approval processes at the City.

4.B.5. Collaborate with City business partners such as Center for the Arts, the Downtown Association, Chamber of Commerce, and Nevada County Fair to develop a comprehensive marketing strategy to promote and market the Arts, Tourism, Ecotourism, farm-to-fork opportunities, Fair events, and entrepreneurial business. This effort will promote economic revenue enhancement for the City, as well as, small businesses, the trades, the arts community, Nevada County Fair, hotel, motels, restaurants and the like.

4.B.6. Reevaluate the effectiveness of the City's current economic development priorities and taxpayer supported efforts to attract new businesses into the community. Consider consolidating efforts to get more noticeable results; possibly develop an in-house program to demand more accountability and oversight.

4.B.7. Create strategies to counter the online shopping phenomenon; a combination of attractions for locals and tourists (e.g. *support your local business* campaigns and *weekday specials for locals*). Survey the local economy to discover where and when sales are stemming from: Local or Visitor and Weekday or Weekend sales, so the market can cater to each specifically.

4.B.8. Develop a strategy to maintain funding and capital reserve concerns with various Lighting and Landscaping districts.

4.B.9. Explore coordination with contracted grant writer(s) to explore and apply for grants.

4.B.10. Improve the City's effectiveness through collaboration with economic-health oriented regional partners.

4.B.11. Evaluate the economic, social, and community impacts of a Cannabis dispensary.

4.B.12. Complete an Energy Action Plan that addresses energy efficiencies to meet State mandates.

C. LONG TERM PROJECTS (5-10 YEARS):

4.C.1. Encourage the development of experiences (i.e. boutique hotel and spa), as well as, ecotourism, agritourism, and shopping locally.

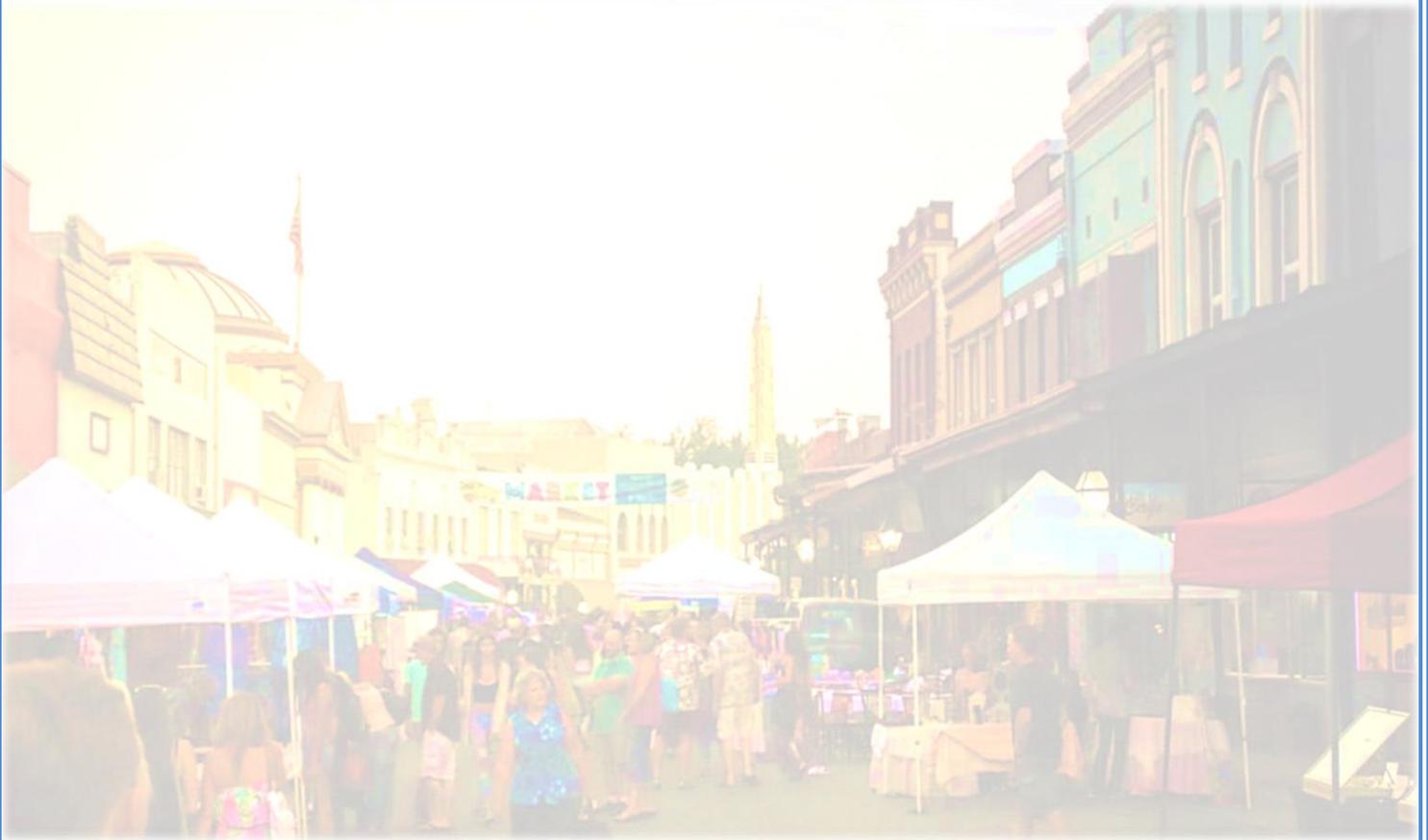
4.C.2. Work with the South Auburn Street Safeway shopping center owner(s) to renovate their building and parking lot to allow for a more decorative entrance into Downtown Grass Valley.

4.C.3. Create outdoor venues to attract traveling events such as swimming, soccer, lacrosse and softball tournaments, as well as, outdoor concerts and performing arts (i.e. incorporate the Julia Morgan “North Star” house).

4.C.4. Evaluate the potential annexation of properties for economic development purposes. Consider annexing and providing sewer service to the airport area to allow for business and employment expansion.

4.C.5. Look into developing a high-tech, business center that can support the centralized big city high-tech centers of the country, offering an alternative to big city urban living. This area could also be used by various freelancers.

4.C.6. Organize the development of Priority Development Areas through public/private partnerships, grant funding, and public engagement.



GOAL #5:

HIGH PERFORMANCE GOVERNMENT
&
QUALITY SERVICE

THE CITY OF GRASS VALLEY STRIVES TO EXEMPLIFY AN INNOVATIVE, EFFICIENT, EFFECTIVE, OPEN AND COLLABORATIVE CITY GOVERNMENT.

Grass Valley epitomizes a lean and efficient local government. The success of our organization relies on teamwork, a professional and progressive approach to business and customer service, transparency, and fiscal responsibility.

Ideas from the Community:

- ❖ Upgrade City's website so it is more user friendly.
- ❖ Epitomize an open and transparent government that values public input on important community issues.
- ❖ Continue to improve the customer-friendly atmosphere in City Hall.
- ❖ Provide regular updates via social media and website about upcoming events, special projects, and other topics of interest.

OBJECTIVES/PROJECTS:

A. SHORT TERM PROJECTS (0-3 YEARS):

- 5.A.1. Return all phone calls and emails on the same day or within 24 hours (next business day). Continue to improve the customer-friendly environment at City Hall.
- 5.A.2. Improve training for all City employees to develop a secure succession plan, emphasize customer service and a can-do attitude.
- 5.A.3. Continue to build cooperative relationships with representatives from service clubs and other community groups.
- 5.A.4. Provide regular updates via social media that inform the public about upcoming City Council and Planning Commission meetings, seasonal events and fairs, special projects, and more.
- 5.A.5. Work toward improving the City's communication and collaboration with Nevada County and other public agencies.
- 5.A.6. Continue to invest in technology to assist staff and promote overall operational efficiency, develop a tech-replacement account as part of the City Budget.
- 5.A.7. Move forward with the implementation of a Document/Records Management System and Scanning Program to help make information more accessible to public via internet.

5.A.8. Maintain a strong fiscal reserve – continuously maintain a balanced City budget.

5.A.9. Continue utilizing the 7-year plan forecasting and comply with City budget administration policy.

5.A.10. Continue full implementation of budget policies included in each annual budget.

B. MEDIUM TERM PROJECTS (2-5 YEARS):

5.B.1. Implement innovative and cutting-edge practices to help improve the performance and exceptional service of the entire City workforce.

5.B.2. Improve and upgrade the City's website and social media network; create procedures to ensure all sites are continuously monitored, updated, and accurate. Partner with the Chamber of Commerce, School Districts, the Community College District and other community organizations to participate in a Community Calendar that lists events and activities; publish to the City's website and link to social media sites.

5.B.3. Explore the possibility of repurposing City Hall and relocating to the downtown area, thus preserving a historic building while expanding the economic vitality of downtown.

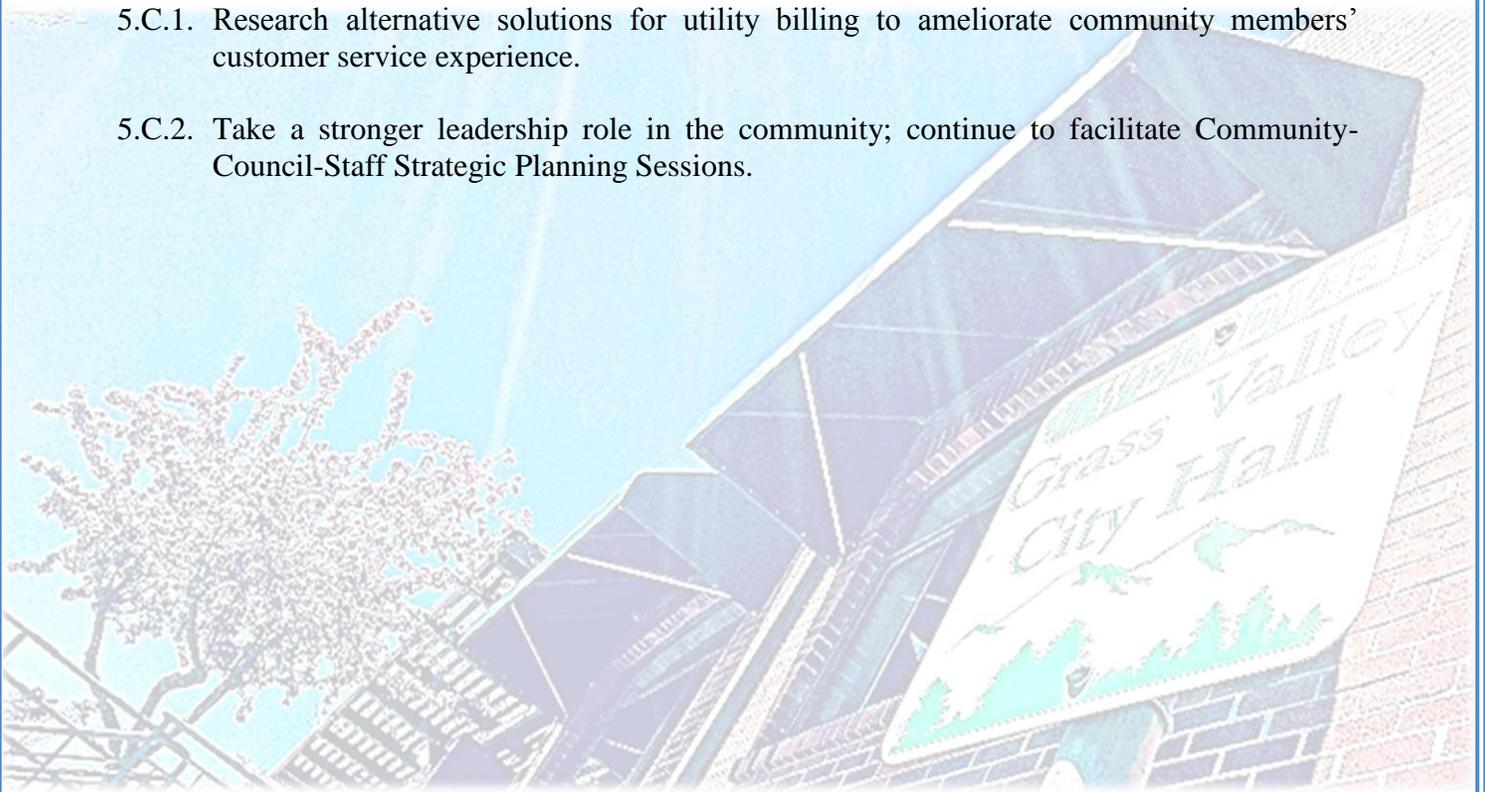
5.B.4. Generate a Citywide vehicle replacement account as part of the City's budget.

5.B.5. Stabilize the City's CalPERS retirement obligations by setting aside sufficient funds over time to cover the City's unfunded liability; making it a high priority during the annual budget process.

C. LONG TERM PROJECTS (5-10 YEARS):

5.C.1. Research alternative solutions for utility billing to ameliorate community members' customer service experience.

5.C.2. Take a stronger leadership role in the community; continue to facilitate Community-Council-Staff Strategic Planning Sessions.



GOAL #6:**PUBLIC SAFETY**

THE CITY OF GRASS VALLEY IS DEVOTED TO PROVIDING A SAFE PLACE TO LIVE, WORK AND PLAY.

Grass Valley is home to resilient and dynamic police and fire departments. The police are dedicated to ensuring the City's streets, parks, businesses, and neighborhoods are safe; while the fire department is committed to enhancing their medical response capacity and protecting Grass Valley from the ever-growing dangers associated with wildfires. Both public safety departments are eager to improve their processes and response times through the use of modern technology.

Ideas from the Community:

- ❖ Address homelessness.
- ❖ Confront the growing drug issues plaguing the youth in Grass Valley.
- ❖ Provide for a safe walking and driving environment throughout the community.

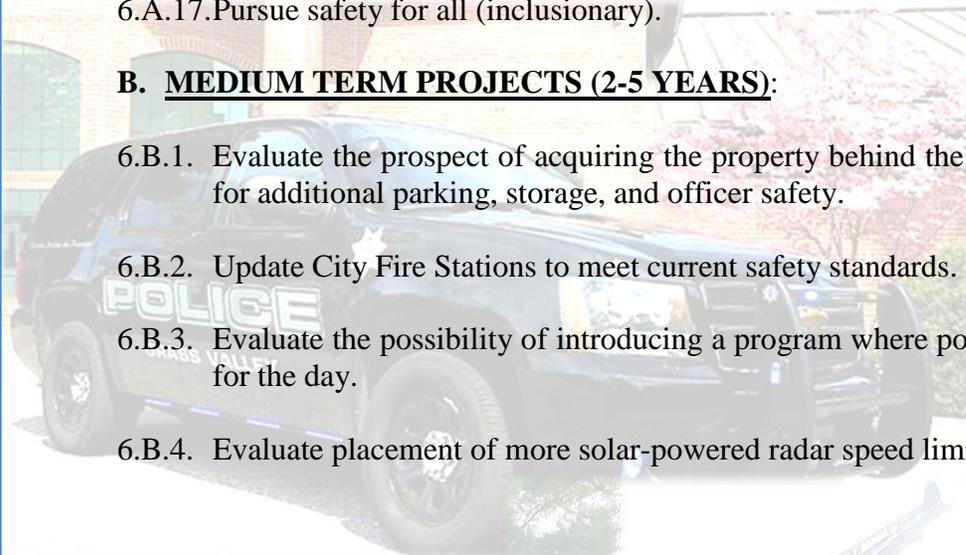
OBJECTIVES/PROJECTS:**A. SHORT TERM PROJECTS (0-3 YEARS):**

- 6.A.1. Enhance the City's technological capabilities to provide for increased public safety via the utilization of cameras, drones and modernized patrol car technology.
- 6.A.2. Improve investigative capability using modern technology and new/updated software packages.
- 6.A.3. Review development projects with crime prevention in mind.
- 6.A.4. Emphasize community policing strategies and crime prevention through regular interactions with residents, visitors, youth, and business owners.
- 6.A.5. Commence regular statistics-driven public education messages via social media and City website to spread awareness and recruit community involvement in Grass Valley public safety efforts.
- 6.A.6. The Grass Valley Police Department will coordinate with local schools and afterschool programs to execute a drug awareness and prevention program.
- 6.A.7. Take a more proactive approach to homelessness and drug use within the City to ensure our neighborhoods, parks, downtown, and other public areas are safe for our residents, businesses, and visitors.
- 6.A.8. Expand police presence in public places and during events; look into hiring a sworn Park Ranger.

- 6.A.9. Review the City's dispatch capabilities, as well as, the contract with Nevada County to see what the best solution is for the City. Address radio dead spots within the City and surrounding areas. Update cooperative and mutual aid agreements.
- 6.A.10. Provide easier access to current fire information, emergency evacuation processes, and preparatory education related to property and vegetation management.
- 6.A.11. Expand outreach for National Night Out events.
- 6.A.12. Collaborate with Nevada County and the State to address homelessness.
- 6.A.13. Evaluate fire cooperation with the City of Nevada City.
- 6.A.14. Continue a proactive and progressive Code Enforcement program, including an aggressive approach to weed abatement as it relates to fire hazards.
- 6.A.15. Conduct annual disaster response trainings (i.e. tabletop exercises for Emergency Operations Plan).
- 6.A.16. Update Emergency Operations Plan to ensure preparedness for a large scale natural or manmade disaster. Develop a major fire evacuation plan, staging areas, and lines of defense around Grass Valley and conduct drills to commit plan to memory.
- 6.A.17. Pursue safety for all (inclusionary).

B. MEDIUM TERM PROJECTS (2-5 YEARS):

- 6.B.1. Evaluate the prospect of acquiring the property behind the alley of the police department for additional parking, storage, and officer safety.
- 6.B.2. Update City Fire Stations to meet current safety standards.
- 6.B.3. Evaluate the possibility of introducing a program where police officers visit local schools for the day.
- 6.B.4. Evaluate placement of more solar-powered radar speed limit notification signs.



GOAL #7:

WATER & WASTEWATER SYSTEMS
&
UNDERGROUND INFRASTRUCTURE

THE CITY OF GRASS VALLEY IS COMMITTED TO MAINTAINING AND UPGRADING THE CITY'S UNDERGROUND AND SURFACE INFRASTRUCTURE.

Grass Valley will continue to upgrade and replace underground infrastructure including storm water, wastewater, and water pipes. The City strives to maintain our wastewater and water treatment plants to meet the highest standards, keeping in line with State and Federal rules, regulations, certifications, training and new technologies to improve the operation and efficiency of each plant in a fiscally responsible manner.

Ideas from the Community:

- ❖ Improvements need to be made to update and improve the City's storm water system.

OBJECTIVES/PROJECTS:

A. SHORT TERM PROJECTS (0-3 YEARS):

- 7.A.1. Install the necessary hardware and software to establish a City wide and surrounding area highspeed internet and broadband system, connecting homes and businesses.
- 7.A.2. Establish a methodical improvement program to upgrade, improve, and replace the existing storm water system with emphasis on older areas that are prone to flooding during high-volume water events.
- 7.A.3. Improve the creeks that traverse the City for increased storm water flows.
- 7.A.4. Sustain a high-quality drinking water delivery system to support the community and water-dependent businesses.
- 7.A.5. Maintain pace with the latest technologies and safety standards to ensure our water is clean and safe to drink, and our wastewater is disposed of in the most effective and sanitary means.
- 7.A.6. Continue to replace and upgrade aging wastewater and water system pipes.

B. MEDIUM TERM PROJECTS (2-5 YEARS):

- 7.B.1. Continually evaluate the water and wastewater fiscal reserves and their capital depreciation as it relates to the rate structure, to ensure fiscal prudence on behalf of the rate payers.
- 7.B.2. Look for opportunities to underground utilities (electrical, phone, cable facilities).

C. LONG TERM PROJECTS (5-10 YEARS):

- 7.C.1. Develop a useful GPS mapping system of the various underground tunnels and mine shafts in the City and surrounding area to identify potential hazards and protect against public safety hazards and mine shaft/tunnel failure.
- 7.C.2. Research the feasibility and produce a cost analysis for the City to work with local businesses to extend sewer lines to the Grass Valley airport business park to help influence economic development and business expansion in that area.

