CITY OF CENTRAL POINT

STRATEGIC PLAN 2040

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CITY OF CENTRAL POINT

Strategic Plan Forward

Acknowledgments

The 2040 City of Central Point strategic planning process would not have been possible without the input, insights, and contributions of our community.

Dozens of residents, working professionals, elected officials, volunteers, City staff, and nonprofit organizations strive to make our community better every day and enthusiastically answered the call to participate in the strategic planning process through a well-attended community forum, a statistically valid citizen survey, and several informal questionnaires.

As we transition from strategic planning to goal/budget development, and ultimately strategic implementation, it is essential to understand that the City will rely on its partnerships, alliances, and stakeholders to deliver the outcomes identified by City Council in our 2040 strategic plan.

Throughout our entire process, the City of Central Point partnered with Davis Consulting Group to assist with the facilitation of the 2040 City of Central Point strategic plan. Specifically, Megan Davis Lightman was instrumental in bridging the competing interests, opinions and values that are represented in this plan.

Finally, the City of Central Point Council is grateful for everyone's contribution to this critical process.

Introduction

The City of Central Point developed this Strategic Plan to articulate the mission, vision, values, and goals of its residents, businesses, and public agencies to more effectively serve those living-in, working-in, or doing business with the City of Central Point. The strategic plan charts a course for the City in response to an assessment of current conditions and anticipated changes within the City, Jackson County, and the Rogue Valley. The 2040 Strategic Plan was enriched by the perspectives of residents, community leaders, and elected officials.

The City Council's primary goal in preparing this plan was to guide future decision-making as the community grows and changes.

Central Point provides its residents with services protecting health, safety, and welfare, including police services, safe drinking water, and stormwater quality. Additionally, the City offers building and planning services, which helps manage smart growth, and supports a more substantial tax base through economic

development. Other services are not considered essential; however, they target increased quality of life through recreation programs, park facilities, streetscapes, public art, and educational programs.

The Central Point City Council is made of citizens who are elected by residents to make policy decisions. These decisions are usually based on information that is assembled by City staff. The staff is also responsible for implementing the Council's policy direction, measuring progress, and providing feedback to the Council and Community on how well the City is doing reaching its goals and objectives.

How the 2040 Strategic Plan is Organized

We understand that typically, strategic plans are designed for 3, 5, and 10-year timelines. However, the Central Point City Council felt with our last strategic plan spanning 13 years; a 20-year strategic planning horizon was within reach. Moreover, the City Council acknowledged that our past practice has been to use budgetary goals on two-year intervals to achieve short-term goals and objectives while relying on a long-term, overarching strategy to remind the Council, Staff, and Community of our "why."

The 2040 strategic plan contains revisions to our previous mission, vision, and values. Additionally, this document identifies five new strategic priorities, each of which includes a series of goals and strategies. Ultimately, the City Council, City Staff, and Stakeholders placed particular emphasis on identifying strategic priorities, goals, and strategies that would serve the community well over the next two decades. However, during the entire strategic planning process, linking our City's future to our heritage and historical beginnings was at the forefront of our planning efforts.

The 2040 strategic plan is designed to allow the City of Central Point to achieve its best future. However, this is a living document, and the Council will perform periodic reviews and update/revise as necessary to ensure that the plan remains flexible and adaptable to the needs of the City.

How the Council Will Use the 2040 Strategic Plan

For the Council to set priorities, it needs input into what issues are worthy of attention, the nature of those issues, and the City's ability—financially and politically—to adequately address each of them. Moving forward, the City Council will establish budgetary goals on two-year cycles (aligning with the biennial budget) that are derived from the 2040 strategic plan. These budgetary goals will not only include high profile capital projects but will consist of operational oversight targets and the tracking of multi-year projects.

How We Developed this Strategic Plan

As part of the 2019-2021 biennial budget, the Budget Committee and City Council discussed the need for an overarching plan to guide future decision-making as the community and organizational change. This citywide strategic planning effort began in September 2019.

The 2040 Strategic Plan emerged over an 18-month long process through three distinct phases:

1. 2019 Citizen survey was conducted in the first quarter of 2019.

2. The City Executive Team began a series of workshops to provide a strategic framework for the City Council in late summer/early fall 2019.
3. The City Council began a series of public meetings, including a community forum in late 2019.

All of these phases included a robust and ongoing dialog among residents, organized stakeholders, partner organizations, City Staff, and the City Council.

What We Learned During Our Process

The strategic plan started with an assessment of the City's current strategic plan. What did the City Council, Staff, Stakeholders, and the Public think about what the City currently does well? About possible areas of improvement? About forces that would affect its future performance? This analysis looked at the City's past performance, current issues, and the internal and external pressures, economic and demographic trends that may affect the City moving forward. A large portion of this analysis relied on the 2019 citizen survey, which included a statistically valid telephone survey and a direct-mailed (utility account) questionnaire.

Overall, the feedback from the 2019 survey was optimistic about the City and the services it provides. More specifically, residents say the City is headed in the right direction and are very satisfied or satisfied with City services overall. A vast majority of residents feel Central Point is exceptionally safe from a public safety standpoint, but understand that issues like mental health, addiction, and homelessness represent challenges. Additionally, City Parks & Open Spaces, Recreation Programs, and City-operated Special Events are all considered as enhancements to the Central Point way of life.

During our analysis of current Central Point conditions, city staff felt two critical exhibits from the 2019 Citizen Survey offer insight into where our focus should remain. In exhibits A & B below, you will see areas of focus favored by Central Point residents in the 2019 Survey.

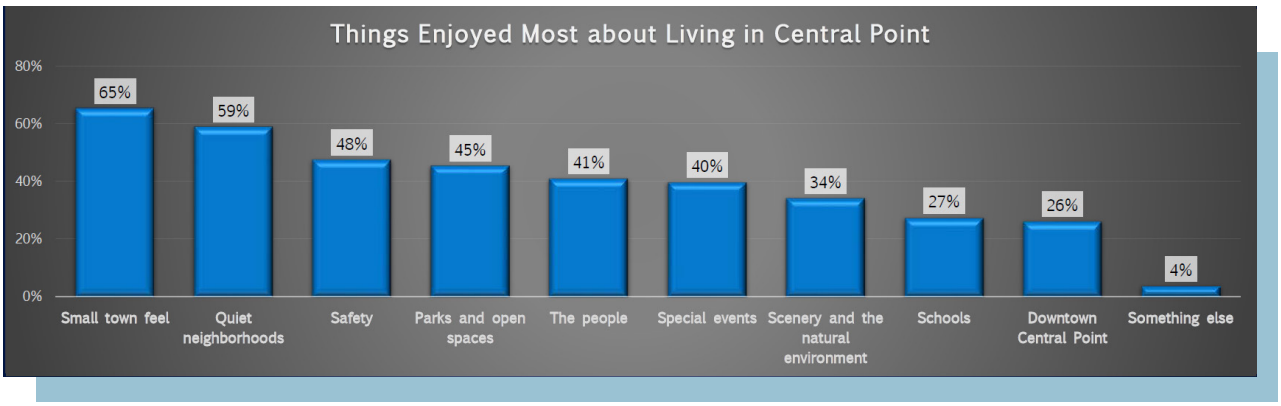

Exhibit A

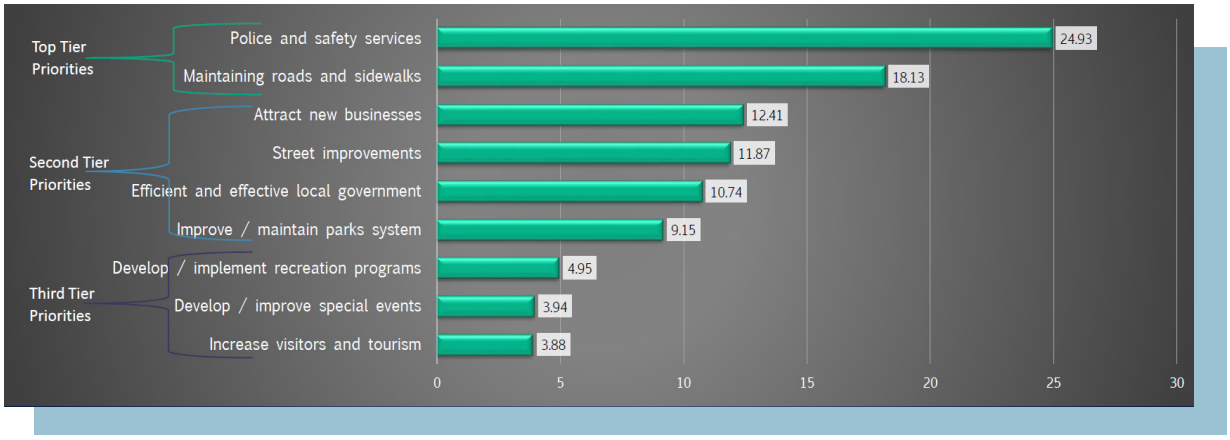

Exhibit B

Ultimately, we also learned what we could do better. Generally speaking, we can always improve communication between the City Council, Departments, Staff, and Citizens. Moreover, improving in all areas of communication will allow us to define City strategic priorities better, articulate budget priorities more clearly to the Public, and to provide a resilient focus for accomplishing all of our priorities.

As we prepare to execute on this 20-year plan, we look forward to the continued opportunity to strengthen our relationships with our community partners.

"However beautiful the strategy, you should occasionally look at the results." —Sir Winston Churchill

CENTRAL POINT STRATEGIC PLAN

2040

Vision

"Central Point is a safe, family-friendly, livable community that cultivates its small-town feel by managing growth and inspiring meaningful connections between people and places."

Mission

"Creating a family-friendly community that provides a better experience for those living, working and doing business in Central Point."

Values

Accountability, Community, Excellence, Heritage, Public Safety, Resilience, Service.

Value Definitions:

ACCOUNTABILITY

We value the ability to hold ourselves responsible for mistakes, apply what we have learned, and move forward in a positive direction.

COMMUNITY

We value a clean and attractive city that inspires meaningful connections to people and places.

EXCELLENCE

We value a consistently superior performance that surpasses requirements and expectations.

HERITAGE

We value a simultaneous ability to preserve and invent our culture—that is, to conserve our city's unique history and heritage while developing new expressions for current times.

PUBLIC SAFETY

We value a professional service-oriented public safety policy that provides a sense of safety/well-being in the city.

RESILIENCE

We value the city's ability to anticipate, prepare for, respond, and adapt to incremental change and sudden (economic or market) disruptions in order to endure and prosper.

SERVICE

We strive to provide the highest level of service possible in the most efficient and responsible manner.

STRATEGIC PRIORITIES

Community Investment

Public and private investments in Central Point include physical (i.e., new buildings, streets, waterlines, businesses, parks, etc.); social (e.g., programs and services that support people: families, youth, retirees, etc.); and economic (i.e., programs and facilities that foster new growth and development necessary to fuel the local economy and provide jobs for residents).

GOAL 1 - Build a strong city that is fiscally sustainable and provides enhanced services and small-town nuance.

STRATEGY 1 – Partner with Urban Renewal to develop objective criteria to prioritize incentives and investments for planning and infrastructure projects that maximize value to the community in terms of cost-benefit, providing a connection between the east and west sides of town, and providing an urban form that is walkable, attractive and resilient to change.

STRATEGY 2 – Seek and pursue grant opportunities to close fiscal gaps in projects that plan, design, and/or implement projects related to development or redevelopment of lands within the Urban Growth Boundary.

STRATEGY 3 – Partner with telecom and utility companies to offset infrastructure costs.

STRATEGY 4 – Maintain existing public safety services levels as the community continues to expand and promote a community policing program.

STRATEGY 5 – Expand the Pine Street/Downtown Streetscape Improvements.

GOAL 2 - Be a place city filled with happy, healthy people who are thriving.

STRATEGY 1 – Develop and maintain positive partnerships with public and private entities and the community to understand community needs, and leverage resources to develop and deliver opportunities for personal, professional, and/or vocational development. (Recreation Programs, Maker Space, Artisan Corridor, Volunteerism, Community Events, etc.) (Nurturing individuals skills and personal growth is an essential element to Central Point's future. While this is an organic process that must be desired by individuals in the population, the City can make investments that consider and further the goal of providing an environment that is supportive of this objective).

STRATEGY 2 – Through the land development codes and process, foster the creation of "healthy neighborhoods" that provide safe, connected, and comfortable amenities for residents of all ages and abilities to walk, cycle, play, and access community destinations. (Active life-styles that include people of all abilities are foundational to health and wellbeing).

STRATEGY 3 – Develop and implement an economic development program/toolkit to attract more family-wage jobs to Central Point. (Idea that if needs are met, people are more likely to be happy and make time for leisure, volunteerism, and social interaction).

STRATEGY 4 – Explore partnerships and opportunities to develop and implement urban agriculture projects within the Urban Growth Boundary. (Happy people eat well and know where food comes from).

STRATEGY 5 – Plan, design, build, and maintain a comprehensive system of sustainable facilities, trails, and park spaces, setting the highest standards to provide attractive places people will use and enjoy. Acquire additional lands for active and passive recreation use based on current deficiencies and public demands created by increasing population or the environmental and recreational significance of the area.

STRATEGY 6 – Facilitate a professional symposium to give residents and businesses access to high-quality speakers at little or no cost. Speakers such as Steven Covey or Jon Gordon

STRATEGY 7 – Maintain parks and facilities at the highest possible levels to encourage a sense of community pride and ownership.

STRATEGY 8 – Maintain support for a victim advocate position in our Police Department.

GOAL 3 - Provide opportunities for youth education, recreation, and support. (Kids are the future. Happy, well-adjusted kids are the canary in the coal mine for true community/family wellbeing).

STRATEGY 1 – Communicate regularly with SD6 regarding partnership opportunities to further excellent K-12 education in Central Point. Promote, encourage and financially support ongoing 4H and FFA programs.

STRATEGY 2 – Continue to support, develop, and expand the CPPD's School Resource Officer (SRO) program, including new and improved curriculum offerings. Providing positive/inspirational adult role-models in our schools is critical to developing productive, knowledgeable, and community-oriented youth.

STRATEGY 3 – Provide opportunities for social connection. Identify underrepresented groups and help them participate and feel connected. Increase engagement in physically active recreation, and enjoyment of parks and trails to foster active, healthy lifestyles. Reduce barriers for accessing programs, services, places, spaces, and information.

STRATEGY 4 – Expanding on existing recreation programming to reach a broader and more diverse audience, including older adults, people with varied abilities, and teens. Research successful recreation programs to ensure that we are offering activities that will best meet the current and future needs of our citizens.

STRATEGY 5 – Develop more indoor Winter activities utilizing existing public spaces in addition to building and use of a new Central Point Community Center.

STRATEGY 6 – Establish a development dialogue between SD6's facilities planning committee, the City's Community Development, and Public Works Departments, to anticipate and address projected growth demands.

GOAL 4 - Manage growth to provide places that are timeless and loved by the community.

STRATEGY 1 – Engage the community in placemaking charrettes to learn what characterizes places that are distinctly Central Point and desirable as growth occurs in the Urban Growth Boundary.

STRATEGY 2 – Amend the community's land use and development codes to adopt standards that reflect the community's preferences for how new growth areas will look, feel, and function. (As the City grows in response to market demand, this supports the creation of urban form and architectural character that is community-driven rather than developer-driven).

STRATEGY 3 – Provide a professional land development review process that is efficient, collaborative, and solution-oriented. (Attract increasingly higher quality developers/developments).

STRATEGY 4 – Develop a toolkit of incentives to leverage in exchange for more desirable community places that provide public amenities associated with needed housing, employment, and other services, including but not limited to: public plazas, open space, parks, affordable housing, value-added design to attract professional office and other uses that provide more living-wage jobs).

STRATEGY 5 – When developing new parks or updating features of our older parks, involve the community in these planning efforts so that these facilities meet the needs of our citizens. Each park should reflect the individual character of the neighborhood in which they reside. Continually reevaluate the needs of our community in terms of parks and facilities.

GOAL 5 - Plan, design, and construct "state of the art" infrastructure in all areas and systems.

STRATEGY 1 – Continually update infrastructure plans.

STRATEGY 2 – Provide regular financial analysis on utility enterprise funds so infrastructure can be adequately maintained, restored, upgraded, and expanded.

STRATEGY 3 – Aggressively seek to capitalize on partnerships with Jackson County, the City of Medford, and the Oregon Department of Transportation to eliminate infrastructure deficiencies and build for the future.

STRATEGY 4 – Plan, design, and construct new public safety facilities (Police Station and East Side Substation) to meet the evolving needs of the community.

STRATEGY 5 – Continually invest in technology infrastructure that maximizes our efficiency and productivity.

GOAL 6 - Meet the housing needs of Central Point residents and businesses.

STRATEGY 1 – Rely on the findings, policies, and implementation of the City's Comprehensive Plan Population, Housing, and Economic Elements.

STRATEGY 2 – Collaborate on projects with agencies who specialize in providing affordable housing.

STRATEGY 3 – Pursue grant and/or Urban Renewal assistance in making housing affordable and accessible to residents.

STRATEGIC PRIORITIES

Community Engagement

Quality communication between government and its citizens and the business community is essential to proactive and responsive governance.

GOAL 1 - Build strong relationships between government and its citizens.

STRATEGY 1 – Regularly survey the needs and preferences of Central Point residents.

STRATEGY 2 – Utilize practical communication approaches to reach and engage as many community members as possible. Adapt approaches as preferences in the community change.

STRATEGY 3 – Communicate, collaborate, and partner with other governmental agencies, public and private enterprises to pool and/or leverage resources to achieve optimal outcomes for the community.

STRATEGY 4 – Develop 'second-generation' employees who share the current management philosophy of inter-government/inter-agency cooperation.

STRATEGY 5 – Maintain a safe community that is known for its compassionate outreach to citizens. Develop strategies to work with vulnerable populations compassionately.

STRATEGY 6 – Leverage community partnerships to increase public safety staffing, reduce crime rates per capita, and enhance community relations with the city.

STRATEGY 7 – Create a community that is welcoming to diverse populations.

GOAL 2 - Promote community and city government through volunteerism.

STRATEGY 1 – Offer internships for youth through partnerships with local businesses, governments, and schools.

STRATEGY 2 – Promote volunteer opportunities regularly. Maintain a database of volunteers and their interests to further this objective.

STRATEGY 3 – Partner with the Chamber of Commerce to continue events like "Denim and Diamonds" to celebrate local accomplishments and recognize volunteer efforts throughout the community.

STRATEGY 4 – Continue to embrace volunteerism through the Central Point Police VIPS Program.

STRATEGY 5 – Expand existing park and recreation volunteer programs to increase involvement in recreation programs, special events, and park maintenance. Work with School District 6 and other organizations to provide enhanced community service opportunities for our youth to be directly involved in park and recreation projects. Examine the potential of developing a citizen "adopt a park" program.

GOAL 3 - Keep the community informed about growth and what officials are doing to manage it.

STRATEGY 1 – Regularly post-growth statistics, planning boundary adjustments, public works project information on-line, and in newsletters.

STRATEGY 2 – Invite residents and businesses to participate in city planning processes.

STRATEGIC PRIORITIES

Community Culture

Culture is defined in the dictionary as the customs, arts, social institutions, and achievements of a particular social group or people, in this case, the Central Point Community.

GOAL 1 - Celebrate Central Point's unique identity and way of life through community events (public or privately sponsored), such as the 4th of July Parade, Community Christmas, Battle of the Bones, Battle of the Food Trucks, Made in Southern Oregon, the Cheese Festival, and include Expo events such as the Wild Rogue Pro Rodeo.

STRATEGY 1 – Continue to provide high-quality events that are historically recognized in the City of Central Point. When considering the addition of new events, staff and council should be thoughtful of existing partnerships, and prioritize quality over quantity.

STRATEGY 2 – Community events should be planned to enhance the family-friendly, safe, and small-town quality of life that is valued in Central Point. These events should also celebrate the unique cultural elements of our community.

STRATEGY 3 – Event programming should target a truly generational and varied audience that provides a welcoming atmosphere to all segments of the Central Point population.

GOAL 2 - Create opportunities for all segments of the population to enjoy Central Point places and events.

STRATEGY 1 – Plan events to accommodate and welcome people of all socio-economic status and ability levels. (In other words, disabilities and hardship should not prevent our citizens from enjoying these events. All are welcome).

STRATEGY 2 – Plan new and renovated park designs with forethought for accommodating all populations and needs. Be on the leading edge of parks and recreation inclusion! (All kids should have access to City parks regardless of disabilities whether seen or unseen).

STRATEGY 3 – Beginning with the city council and staff, Central Point should pride itself on civility in all of our public debates. Differences of opinion are welcome, but disagreement should never be a reason to treat others with disdain.

STRATEGY 4 – Ensure equitable access to safe and attractive parks and facilities that meet community needs. Offer high-quality recreation programs to all age groups, varied interests, and neighborhoods.

STRATEGY 5 – Continue to police the "Central Point Way" (approachable, reliable, dedicated to service, committed to excellence, friendly/small town).

STRATEGY 6 – Create and support public art that celebrates our community. Continue to collaborate with local businesses and schools to develop public art projects such as the mosaic project. Showcase local artists whenever possible. Use art to celebrate community diversity and multiculturalism.

GOAL 3 - Develop urban agriculture opportunities to connect farm to market in Central Point.

STRATEGY 1 – Maintain and enhance the viability of the artisan corridor through strategic investments, economic development programs, partnerships, and other tools to promote and leverage this unique cultural amenity to the community—Home of the World's Best Cheese Makers!

STRATEGY 2 – Provide opportunities for the development of a local seasonal farmer's market. Celebrate local wineries and other artisan products such as chocolate, etc.

STRATEGIC PRIORITIES

Responsible Governance

GOAL 1 - Maintain a strong financial position that balances the need for adequate service levels and capital requirements against the affordability that is desired by our citizens.

STRATEGY 1 – Continually update the city's long-term financial plan/strategy.

STRATEGY 2 – Work with partner agencies and stakeholders to eliminate redundancy and maximize efficiency in all areas.

STRATEGY 3 – Solicit support from partner agencies in our effort to maintain a robust financial position.

GOAL 2 - Invite Public Trust.

STRATEGY 1 – Be a trusted source of factual information.

STRATEGY 2 – Protect our customers/citizen s' information in a responsible and legal manner.

STRATEGY 3 – Celebrate our successes and admit our mistakes.

STRATEGY 4 – Report biennially on the status/results of the 2040 strategic plan. Biennial reporting will provide an avenue for the city to "follow-up" when and where appropriate.

STRATEGY 5 – Communicate effectively and transparently with the public.

GOAL 3 - Strengthen our organization by investing in our human capital.

STRATEGY 1 – Training employees well enough so they can leave, treat them well enough so that they will stay.

STRATEGY 2 – Continue to invest in a tuition reimbursement program that offers personal and professional growth for our employees. (Expand the program to encourage courses to be taken at Rogue Community College and Southern Oregon University).

STRATEGY 3 – Promote higher levels of educational attainment throughout the entire organization by offering incentives and professional encouragement.

GOAL 3A - Hire and retain quality employees who are skilled, solution-oriented and people minded

STRATEGY 1 – Establish a competitive compensation (salary and benefits) package.

STRATEGY 2 – Evaluate applicants carefully based upon skill set, including technical and culturally complementary skills.

STRATEGY 3 – Recruit employees who we are familiar with from their valuable contributions to other regional cities or agencies.

STRATEGY 4 – Implement a comprehensive Leadership Development Program.

STRATEGY 5 – Maintain and seek appropriate accreditations for our Police Department, which demonstrate our professionalism and integrity.

GOAL 4 - Encourage and support the selection of seasoned policymakers for elected office.

STRATEGY 1 – Recommend Councilmember selection from established city commissions and committees (i.e., Planning and Parks Commissions, Citizens Advisory and Budget Committees).

GOAL 5 - Continue to develop and foster the city's community policing program.

STRATEGY 1 – Build relationships with the community through interactions with local agencies, stakeholders, and members of the public, creating partnerships and programs for reducing crime and disorder.

STRATEGIC PRIORITIES

Economically Vibrant

GOAL 1 - Manage growth to provide a timely and orderly provision of facilities and services to serve existing and new development.

GOAL 2 - Build upon past success to further the purpose of promoting downtown revitalization and renewal.

STRATEGY 1 – Expand the Central Business District improvements east to 10th Street and on Front Street (Highway 99) through Urban Renewal.

STRATEGY 2 – Invest in Façade Improvements through the Urban Renewal Façade Improvement Grant Program that results in physical improvements to buildings in the downtown that will create lasting value for the community in terms of both physical appearance and tax increment benefit while offsetting cost for the business owner. Priority should be given to projects that generate more significant public benefit and/or reflect the historic character of the Central Business District.

STRATEGY 3 – Partner with the Chamber of Commerce and the local business community to promote Central Point businesses (Buy Local, Live Local Campaign).

STRATEGY 4 – Promote destination business development through partnerships with the Chamber of Commerce and the local business community.

GOAL 3 - Connect the east and west sides of Central Point to provide a sense of community cohesion despite the physical barrier imposed by Interstate 5.

STRATEGY 1 – Expand the Urban Renewal District to include CP-3 and Beebe Farms property.

STRATEGY 2 – Through Urban Renewal master plan east side development north of East Pine Street, including newly added lands in CP-3 and Beebe Farms. The subject properties should be considered a Gateway to the Eastside TOD, the Jackson County EXPO, and the UGB.

STRATEGY 3 – Plan, design and construct bicycle, pedestrian and aesthetic improvements to the Pine Street Overpass in cooperation with ODOT.

STRATEGY 4 – Plan and construct transit stops for the new 'City Circulator' in cooperation with the Rogue Valley Transportation District (RVTD).

GOAL 4 - Attract unique and quality businesses to the City of Central Point.

STRATEGY 1 – Develop an Economic Development toolkit to incentive quality development and business investment.

STRATEGY 2 – Implement an Economic Development program in Central Point where the City is a partner and leader in managing growth that aligns with the community's preferred vision for its future.

STRATEGY 3 – Work with partners and stakeholders to develop a City of Central Point marketing campaign.

STRATEGY 4 – Promote workforce and affordable housing necessary to meet the needs of current and future residents through user-friendly, reasonable regulations, efficient land development review process, and incentive programs that provide partial or full tax abatements, SDC payment deferral and/or credits or waivers, public/private partnerships, etc. (refer to Community Investment Goal 6).

GOAL 5 - Support business development and entrepreneurship.

STRATEGY 1 – Update home occupation regulations to support home-based business growth by allowing one employee that is not related to or living at the home.

STRATEGY 2 – Promote the development of flex space to support small business incubation and transition of successful home-based business to brick and mortar locations.

STRATEGY 3 – Promote innovation and trades by eliminating barriers in development codes.

GOAL 6 - Seek opportunities to invest in local agricultural business and development.

STRATEGY 1 – Research and analyze programs developed by other communities that capitalize/maximize on local agricultural investment.