



CITY OF GRASS VALLEY

STRATEGIC PLAN

2022 UPDATES

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 first 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 DELIVERY 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

2022 UPDATES



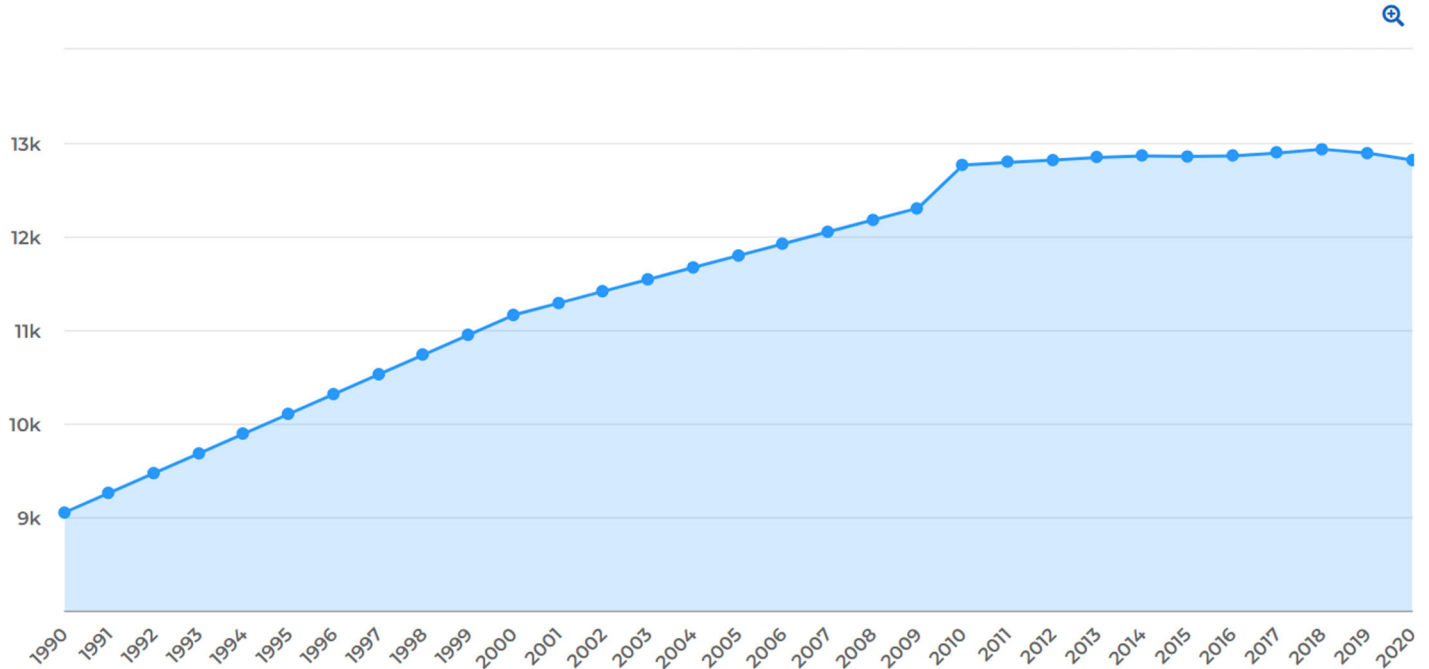
TOTAL POPULATION

13,617

▼ **.4%**
vs. 2021

GROWTH RANK

342 out of **484** Municipalities in California



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

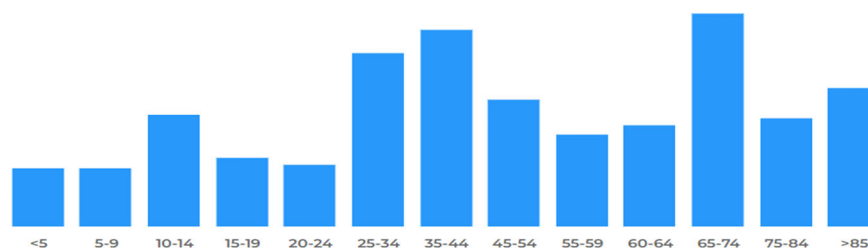


DAYTIME POPULATION

20,234

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.

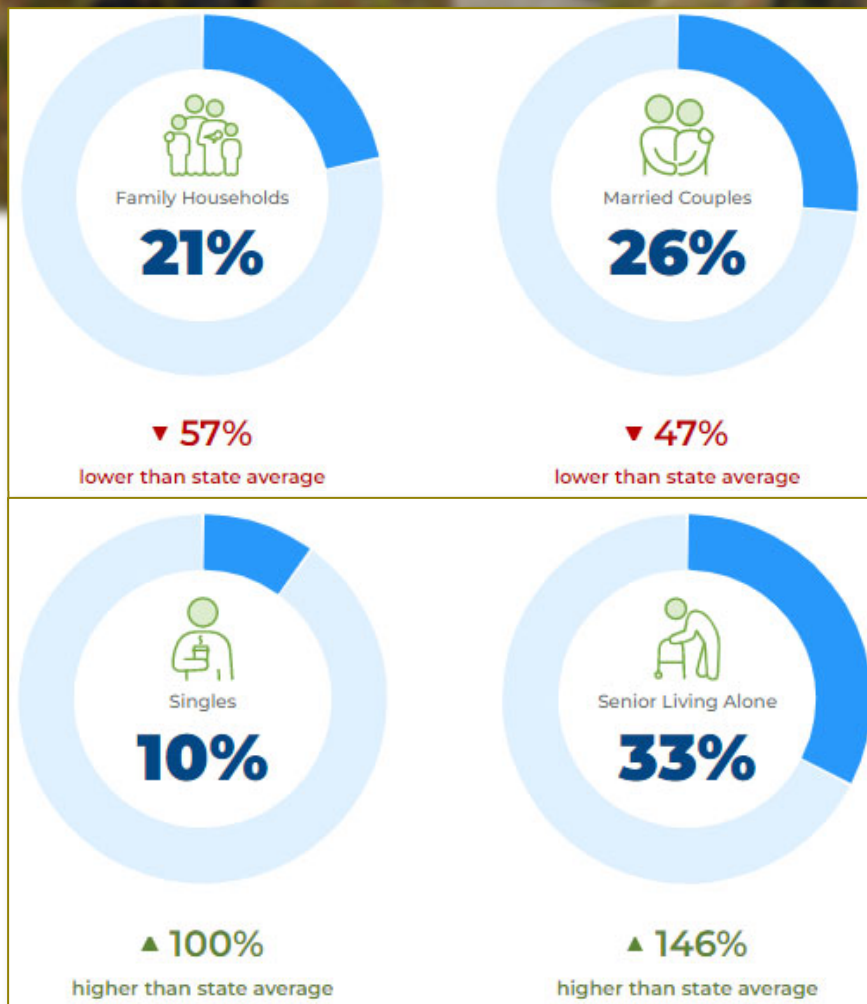
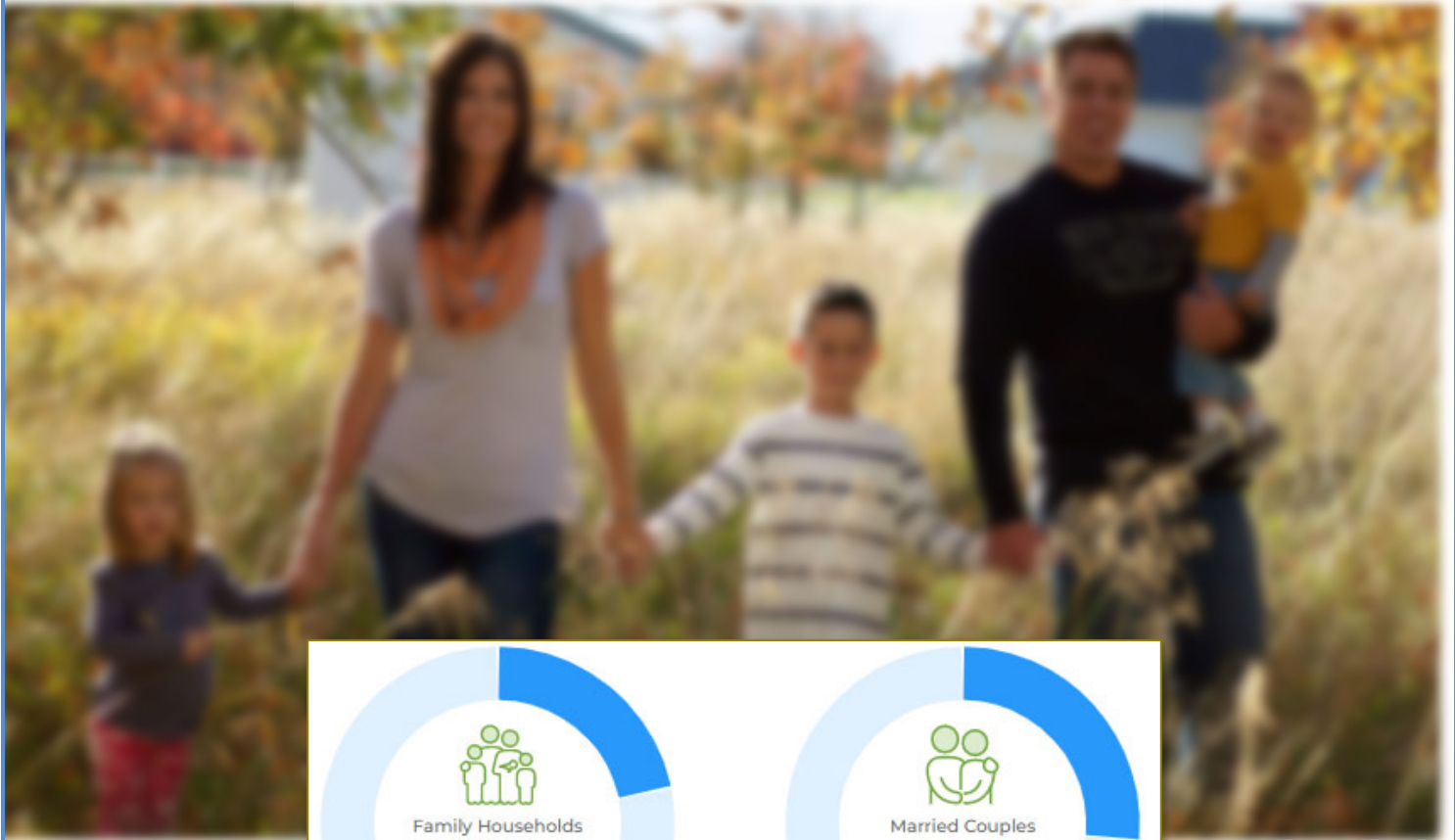
POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

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

6,134 GRASS VALLEY HOUSEHOLDS 2020





HOUSEHOLD INCOME

Over \$200,000
\$150,000 to \$200,000
\$125,000 to \$150,000
\$100,000 to \$125,000
\$75,000 to \$100,000
\$50,000 to \$75,000
\$25,000 to \$50,000
Below \$25,000



GRASS VALLEY

HOUSEHOLD INCOME

Above \$200,000

4%

▼ **71%**
lower than state average

Median Income

\$37,548

▼ **50%**
lower than state average

Below \$25,000

31%

▲ **91%**
higher than state average

HOUSING



2021 MEDIAN HOME VALUE

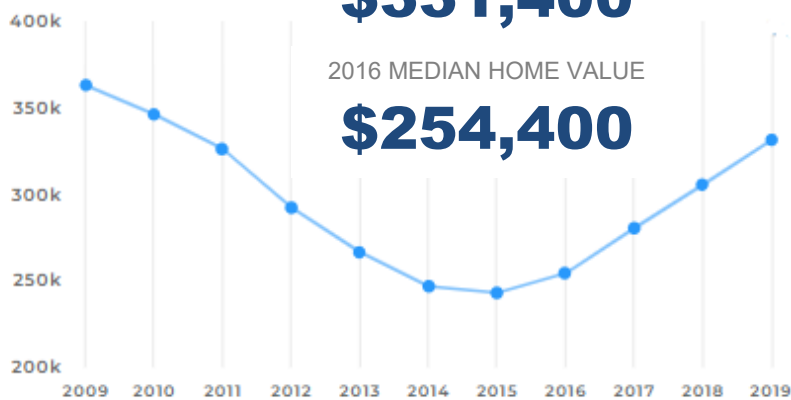
\$506,600

2019 MEDIAN HOME VALUE

\$331,400

2016 MEDIAN HOME VALUE

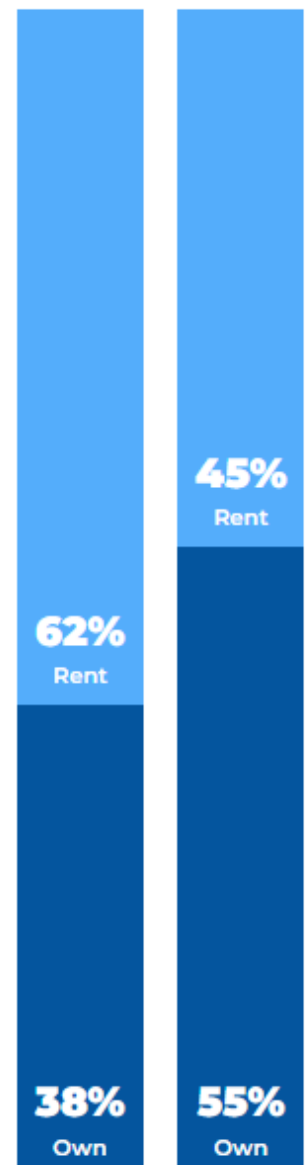
\$254,400



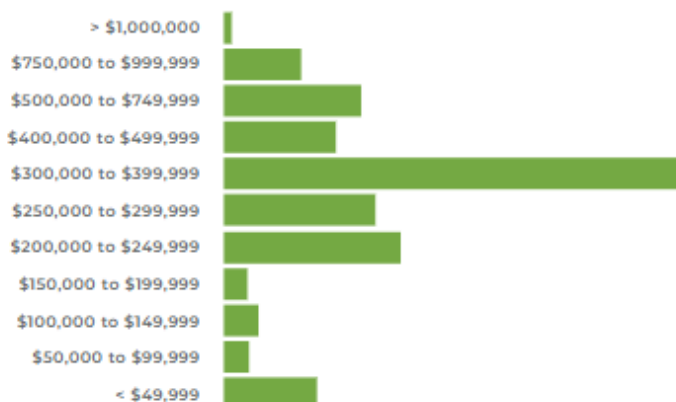
** Data Source: 2019 US Census Bureau, American Community Survey. Home value data includes all types of owner-occupied housing.*

HOME OWNERS VS RENTERS

Grass Valley State Avg.



HOME VALUE DISTRIBUTION



SCHOOL ENROLLMENT



NEVADA JOINT UNION HIGH

Academic Year	Charter School Enrollment	Non-Charter School Enrollment	Total Enrollment
2020-21	7.2%	92.8%	2,686
2019-20	6.6%	93.4%	2,788
2018-19	6.5%	93.5%	2,775
2017-18	6.9%	93.1%	2,801
2016-17	6.0%	94.0%	2,862
2015-16	4.8%	95.2%	2,947
2014-15	2.2%	97.8%	3,003



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

In 2018, we prepared and implemented the City of Grass Valley Strategic Plan. The goals and projects presented in the Strategic Plan were developed after multiple meetings with Grass Valley citizens, community and business partners, mayor and councilmembers, as well as City staff. The overall goal and central focus of the plan is to ensure the well-being of our City while working to improve our unique identity as we plan for the future.

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 were the guiding force for all the projects completed over the last four years, and they are expected to help inspire the City's plans and services over the next fifteen to twenty years.

Throughout this 2022 Strategic Plan update, you will find detailed information about the various projects the City has undertaken and/or completed over the last four years. The projects completed between November 2018 and January 2020 are listed in green, any project completed between January 2020 and December 2021 are listed in blue. While I am proud of the goals we've achieved and projects we've completed since 2018, there is still a lot to be done.

The world, and our community, has changed a lot over the last few years. Therefore, it's imperative we revisit, refine, and add goals to our Strategic Plan to ensure our community is adequately adapting to address global concerns such as climate change and affordable housing, while also preparing for more localized concerns such as wildfire, vegetation management, and water rights. Therefore, I present this 2022 Strategic Plan as an example of the progress we've made, and as an enhanced roadmap to help us grow and adapt to the ever-changing conditions of our environment and society. The highlighted goals listed throughout this update were added after the Special City Council meeting of April 5, 2022.

I look forward to continuing to work with the community, Council, and staff to make the City of Grass Valley more beautiful and vigorous than ever.

Sincerely,

Tim Kiser
City Manager

STRATEGIC PLAN

Work Tasks completed between 11/2018 and 1/2020 (Green Text)

Work Tasks completed between 1/2020 and 12/2021 (Blue Text)

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:

1. Diverse housing options for all
2. Make our community more attractive to young families
3. Address concerns related to affordable housing and housing shortage
4. Downtown Grass Valley and other areas of the community needs more *experiences* for families (a communal gathering place)
5. Preservation of Grass Valley's historical character and overall beautification of the City
6. We should preserve and celebrate our Native History, prior to the Gold Rush
7. Projects should consider/address the ever-changing climate concerns that impact our community

OBJECTIVES/PROJECTS:

SHORT TERM PROJECTS (0-3 YEARS):

1. Hold housing forums with stakeholders regularly to evaluate challenges facing our community and look at solutions to assist with addressing housing constraints. This forum should also evaluate housing market for our region.
2. Reevaluate the City's short term rental policy and short term rentals' impact on long term rentals.
3. Work with developers and the community to expedite the development of housing projects (especially already approved housing projects). Develop quality of life housing opportunities.
 - *Adopted the 2019-2027 Housing Element which highlights the importance of maintaining and improving the local environment and quality of life in Grass Valley. It also addresses strategies for promoting fair and equal housing opportunities.*

- *Used SB2 and LEAP grants to complete Southern Sphere of Influence Planning project to expedite housing for the Berriman Ranch Phase III*
4. Develop a landscape strategy to ensure consistency in City-maintained landscape areas, including downtown streetscapes and City-owned parking lots.
 - *Hired Living Outdoors Landscapes to assist with Park and Downtown landscaping.*
 - *Developed landscaping plan for South Auburn Street City Parking Lots.*
 - *Installed new landscaping in South Auburn parking lot*
 - *Partnered to install raised planters and landscaping in Safeway parking lot.*
 - *Throughout COVID, City worked with Downtown businesses to decorate, install artwork, and update planters regularly.*
 5. 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).
 - *Reconstructed Minnie Park Playground expanding the playground and adding a scooter/tricycle track for beginner youth riders funded by Measure E.*
 - *Installed temporary streetside dining areas to expand outdoor dining options during the pandemic*
 - *Enacted downtown Mill St closure to create pedestrian-friendly space and enhanced retail and dining experiences*
 - *Decorated downtown for the holidays (Christmas, Halloween, Easter, etc.)*
 6. Develop an annual project to clean up neighborhoods and/or commercial areas.
 - *Adopted Vacant Storefront Window Ordinance 17.41 to address potential blight issues associated with long-term unmaintained buildings in the downtown area.*
 7. Create identifiable highway signage and gateways into the City to help promote a unique and captivating identity for the City of Grass Valley.
 - *Constructed new entryway sign/ Fire Memorial at Neal Street Parking Lot. The entryway sign design will be the standard for other entry locations.*
 8. Support the undergrounding of Utilities
 9. Improve the appearance of Colfax Avenue (Highway 174), Main Street, and Old Highway 49.
 - *Working with Caltrans to relinquish Colfax Avenue, Hansen Way, and portions of Tinloy Avenue. California Congress to approve the relinquishment in March 2020 (delayed due to COVID-19).*
 10. Establish and support more events that encourage diverse attendance from all groups.
 - *The City's calendar (viewable via the City's website) incorporates events from businesses and venues throughout downtown and Grass Valley, including Center for the Arts events, local restaurant/bar/winery events, and family and parenting events and classes. We also share events happening at the Fairgrounds.*

- *Staff coordinated several successful food trucks events downtown with the goal of scheduling more.*
- *Decorated for the holidays, purchased tables and umbrellas to improve the aesthetics of downtown and make it a more inviting area for all.*
- *4th of July Fireworks Show, 100% funded by donations, was relocated due to COVID restrictions, but new location ended up making the show more viewable for the entire community.*

11. Add a student art exhibit to City Hall.

- *Added NHUS senior art project (Del Oro Theatre painting) to City Hall entryway.*

12. Improve and restore waterways (i.e. Wolf Creek) throughout the City.

- *Reconstructed floodplain and restored wetlands on Peabody Creek near Condon Park.*
- *Applied for Prop 68 Green Infrastructure grant in July 2019 to restore sections of Wolf Creek in Memorial Park to allow for safe public access. (Not awarded funds but will continue efforts as new grants become available).*
- *Developed strategy and garnered State approval of a Pyrethroid Management Plan to establish a variety of actions that monitor pyrethroid discharges into City water bodies.*
- *Completed an estimated 81 storm water pollution control site inspections and enforced correction actions for erosion and sediment control issues.*

13. Support the Federal recognition of the Nisenan.

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

- *Received a Beacon Spotlight Award (Gold Level) for 17% Community Greenhouse Gas Reduction.*
- *Received a Beacon Spotlight Award (Platinum Level) for 34% Agency Greenhouse Gas Reduction.*

MEDIUM TERM PROJECTS (2-5 YEARS):

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

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.

- *In response to COVID, added planters, parklets, tables and umbrellas to downtown to help create a safe gathering space for families and groups.*
- *Downtown Streetscape Improvement Project #21-12 (Mill Street) RFQ & RFPs for Design-Build Services went out in December 2021.*

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

- *Organized and implemented neighborhood cleanup and debris collections following December 2021 winter storm.*

4. Create programs to encourage business and homeowners to make façade renovations to improve overall appearance of the City.
 - *Adopted Vacant Storefront Window Ordinance 17.41 to address potential blight issues associated with long-term unmaintained buildings in the downtown area.*
 - *Worked with GV Brewery to create outdoor dining along East Main Street by converting parking spaces to dining area.*
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).
 - *Staff is working with Grass Valley Brewery to expand outdoor seating into sidewalk area (realign sidewalk into the street) on East Main Street as a trail project.*
 - *This project has been approved by the Development Review Committee.*
 - *During COVID, the City found creative ways to assist restaurants in using sidewalks and parking stalls to create parklets to allow for more outdoor dining.*
 - *With Council's approval of the Mill Street closure, staff created a Mill Street Encroachment Permit process wherein the downtown businesses can reserve the space in front of their business to expand their services into the public right-of-way.*
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.
 - *General Plan Amendment to the City of Grass Valley's 2019-2027 Housing Element.*
7. Design Grass Valley themed signage to install throughout Downtown area.

LONG TERM PROJECTS (5-10 YEARS):

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:

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

OBJECTIVES/PROJECTS:

SHORT TERM PROJECTS (0-3 YEARS):

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.

Completed the following projects:

- *2019 Street Improvement Project: Mill Street from Highway 20 to East Main Street, East Main Street from the Roundabout to Dorsey Drive, Bennett Street from Hanson Way to the end of City Limits, South Auburn Street from Hansen Way to McKnight Way, Scotia Pines Circle & Peabody Court, Forest Glade Circle, Freeman Lane South of West McKnight Way (4.5 miles of resurfaced roads, 50 ADA ramps installed).*
- *Empire Court & Kate Hayes Street Project: (0.35 miles of resurfaced roads, 2 ADA ramps installed).*
- *Richardson Street Reconstruction: (780 linear feet of missing segments of sidewalk, 20 ADA ramps installed) funded by Measure E.*
- *2019 Measure E Rehab Project: Chapel Street, Pleasant Street, Walsh Street, Neal Street, Carpenter Street, Townsend Street, West Main Street, Dalton Street, Columbia Avenue, Lloyd Street, South School Street, Temby Street, and South Church Street (3 miles of AC*

overlaid roads, 50 ADA ramps installed, 1000 linear feet of missing segments of sidewalk) funded by Measure E.

- *NE Sidewalk Project (Sutton Way, Maltman Drive, and Dorsey Drive) installed 4 curb ramps and installed 1400 ft of missing sidewalk to create continuous accessible sidewalk routes.*
 - *2020 Annual Street Rehab Project: W Empire St, Whiting St, Le Duc St, Kechley Ct, Mainhart Dr and Stacey Ln (1.25 miles of resurfaced roadway, 10 ADA ramps installed, 200 linear feet of missing sidewalk segments)*
 - *2020 Measure E Street Rehab Project: Joerschke Dr, Maltman Dr, Manor Dr, Glenbrook Dr, Annex Ave, Apple Ave, W Olympia Dr, Glenwood Rd (approximately 2 miles of resurfaced roadway)*
 - *Slate Creek Road Improvements Project: Slate Creek Rd from Ridge Rd to the city limits, (approximately 1000 feet of resurfaced roadway)*
 - *Idaho Maryland Road Measure E Emergency Repaving: Idaho Maryland from Sutton Way to Brunswick Road, (approximately ½ mile of resurfaced roadway)*
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.
3. Maintain ADA Transition Plan and commence implementation of improvements.
- *Installed 106 ADA ramps.*
 - *Updated Park restrooms (Memorial Park and Minnie Park) and playgrounds (Memorial Park and Minnie Park) to meet ADA requirements funded by Measure E.*
 - *Added one ADA parallel parking space downtown.*
 - *The Condon Park Accessibility Project included grading and resurfacing the trail, repaving the roadway, and repairing and installing sidewalk to meet current ADA standards.*
 - *Installed 10 ADA curb ramps*
 - *Added ADA parking spaces in the Church Street Parking lot.*
 - *Updated the City's website to meet ADA current standards.*
4. Continue to look for ways to improve parking (i.e. add more parking spaces) in and near Downtown area.
- *Purchased 309 Mill Street property to create additional parking downtown – Project is under Planning review.*
 - *Working with Caltrans to relinquish portions of Tinloy Street, Colfax Avenue, and Hansen Way, along which the City will create more parking spaces.*
 - *Constructed 15 permit only paved parking spaces at 161 S. Auburn Street.*
 - *Constructed 25 permit only parking spaces at 341 East Main Street.*
 - *Turned Neal Street/S. Auburn Street Parking Lot into paid parking lot (33 spaces).*
 - *Restriped the S Church St parking lot to gain an additional 11 spaces*
 - *Acquired property at 131 Colfax and contracted to demolish exist structure for possible parking area.*
 - *Project was approved project in July 2021*
 - *A total of 32 parking spaces are proposed including 2 ADA parking spaces. Of the 32 parking spaces, 4 or 12 percent are compact parking spaces with dimensions of 8 feet by 18 feet. The standard parking space dimensions are 9 feet by 18 feet with backing distances of 24 feet in compliance with City Standards. A bicycle rack is also provided at the northeast corner of the property.*

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.
 - *Installed new sidewalks along Pleasant Street to make a continuous sidewalk on one side of the street.*
6. Work out an agreement with Caltrans to acquire Tinloy Street-Hansen Way-Colfax Avenue (Highway 174) intersection.
 - *Relinquishment Agreement for the right of way was approved by Caltrans and City Council. Awaiting CA Congress approval.*
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.
 - *In partnership with Caltrans, NCTC, and the City, conceptual oval/kidney bean roundabout has been studied and received preliminary approval. Next step is to seek funding to start engineering, environmental review, and construction.*
 - *Applied for grant funding in conjunction with NCTC and Caltrans. Unsuccessful in the ATP funding for 2021 but will reapply addressing areas the project did score well and will reapply in 2022.*

MEDIUM TERM PROJECTS (2-5 YEARS):

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. 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.
 - *An Intersection Control Evaluation was completed for the McKnight Way interchange. The extensive study and report, which proposes two roundabouts on both freeway ramps, was accepted by Caltrans. The City has approval to seek out funding opportunities and to move on to the design and environmental phases.*
 - *An Intersection Control Evaluation was nearing completion for the triangle intersection. A draft report and preferred alternative were developed, Engineering Department is looking to apply for an ATP grant to fully fund the project.*
3. Create an attractive, aesthetically pleasing entryway to downtown.
 - *Constructed new entryway sign/ Fire Memorial at Neal Street Parking Lot.*
 - *Completed landscape improvements in the Brockington (Safeway) shopping center parking lot.*
 - *Relandscaped the corner of Richardson and East Main Street to improve the entry from Bennett Street off ramp.*
4. Beautify Colfax Avenue (landscaping) to make it a more attractive gateway to downtown

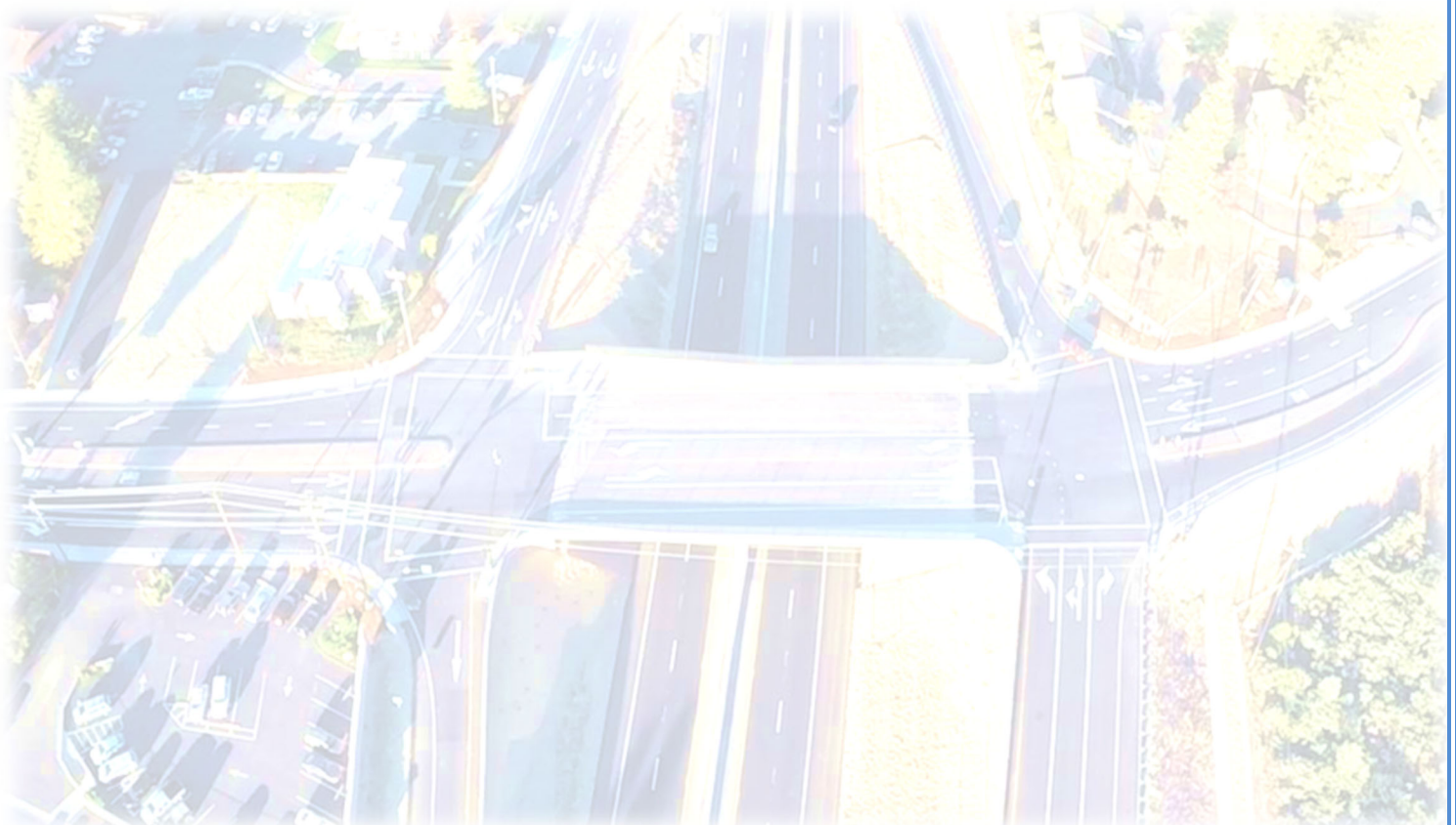
shopping and dining, and Memorial Park neighborhoods.

5. Redesign streets throughout downtown: improve sidewalks, develop a gathering place for community members and visitors to congregate.
 - *Constructed raised crosswalk at Mill Street/Bank Street intersection, improved curb ramps throughout downtown, South Auburn Street, Bennett Street, etc. (See 2.A.1 & 2.A.3 for more details).*
 - *After an extensive public outreach program, and City Council's approval to close Mill Street (two blocks) to create a town square environment for downtown (a gathering space for the community), the Downtown Streetscape Improvements Project Design Build Services contract solicitation is underway.*
6. Develop a systematic and decisive plan to acquire property.
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.
 - *Completed first phase of Wolf Creek Trail (Cohousing/River Otter way to Mining Museum Parking Lot at Mill Street & Freeman Lane) 1.25+/- miles of trail constructed.*
8. Evaluate the placement of new electronically lit crosswalk systems near schools and downtown sites.
 - *Installed flashing cross walk signs at four intersections downtown (West Main Street/Church Street, West Main Street/School Street, Neal Street/Mill Street, South Auburn Street/Mohawk Street, and East Main Street/Murphy Street).*
 - *Awarded Highway Safety Improvements Project grant to install safety lights and enhanced markings and signage at multiple crosswalks around town.*
9. Install electric vehicle charging stations at key locations throughout the City.
 - *Awarded grant to install electric vehicle charging stations at City Hall and S Auburn St parking lots*

LONG TERM PROJECTS (5-10 YEARS):

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. Look into creating connectivity to the North Star House and other facilities as part of the construction of the Wolf Creek Trail.
 - *Completed first phase of Wolf Creek Trail (Cohousing/River Otter way to Mining Museum Parking Lot at Mill & Freeman Lane) 1.25+/- miles of trail constructed.*
 - *Worked with consultant Surf 2 Snow ERM on identifying the preferred alignment and preliminary Engineering and Environmental for the remainder of the Wolf Creek Trail from Phase 1 to connect with Loma Rica Ranch.*

2. Widen Highway 49 South to four lanes to improve safety in high-danger areas.
3. Develop long-term transportation planning to help local and regional transportation networks operate at the highest level of efficiency.
 - *Work with NCTC and traffic consultant GHD on an update to the Regional Traffic Mitigation Fee Program.*
4. Research Uber, Lift, and other transportation network companies as a potential public transportation option and employment shortage solution.
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:

1. Upgrades and improvements to all City parks and trail systems.
2. Improved cooperation with the school systems for joint use of fields.
3. Enhancements to the City pool and facilities at Memorial Park.
4. 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.
5. Ensure accessibility and safety of the parks and trails within the City.

OBJECTIVES/PROJECTS:

SHORT TERM PROJECTS (0-3 YEARS):

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.
 - *City approved a contract with Public Restroom Company to replace and upgrade the pool buildings (restrooms, locker rooms, showers, meeting room, office space, etc.). Paid for with Measure E funding and the estimated completion is Summer 2020.*
 - *Constructed 4 Pickleball courts in Memorial Park.*
 - *CDBG Memorial Park Facilities Improvements Project began June 2021. Project includes expansion of the pool, installation of pickleball courts, replacement of softball field with all-weather softball field (outfield to be striped to accommodate soccer games/practices. Project also includes creating a cut through road from Race Street to Oak Street, the cut through is designed to provide additional parking in the park.*
2. Install and/or improve fields for soccer, lacrosse and other field sports. Increase playable hours at fields through the evaluation of lighting options.
 - *In conjunction with Grass Valley School District, the City installed an all-weather full-size soccer/lacrosse field. The field is striped for multiple soccer field age groups and includes a gravel walking/jogging perimeter path. The project was fully funded by Measure E.*
 - *The CDBG Memorial Park Facilities Improvements Project includes replacement of the softball field with a synthetic turf softball field. The new softball outfield will be striped to accommodate soccer games and practices as well.*

- *De Mautino Park soccer field was resodded as part of the 2020 annual Measure E Park Improvements.*
 - *Bonded for \$6 million in Measure E Park improvements to be used towards major sports field improvements.*
3. Collaborate with the State, local agencies, schools to utilize their field space and/or property for recreational purposes.
- *The Grass Valley School District and the City entered into a Joint Use Agreement to expanded community use of the Grass Valley Charter School Field, the Lyman Gilmore Middle School Field, and the Scotten Elementary School Field. The Joint Use Agreement expands community use of the identified GVSD school sites to maximize utilization of School District property and improve recreational opportunities for the public and community. The City intends to use and upgrade the facilities of the identified school sites for community use, during non-school hours.*
 - *Working with Sierra College to potentially lease Rotary Fields under a Joint Use Agreement.*
4. Develop internal trails within the City parks.
- *Condon Park Parking Lot Improvements Project began construction, including improved trail connection through read baseball field parking lot*
 - *BYLT in partnership with the City completed construction of native earthen spur trails connecting to and from the Wolf Creek Trail*
 - *The City and BYLT partnered to repave the highly used Litton Trail*
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.
- *Replaced Park restrooms (Memorial Park and Minnie Park) and playgrounds (Memorial Park and Minnie Park). Funded by Measure E.*
 - *Approved the expansion of Condon Park disc golf course.*
 - *Reduced potential fire danger by masticating approximately 10 acres (opens the expansion of the disk golf course).*
 - *City is working with Acton Arboriculture to develop a short- and long-term plan for maintaining and improving the trees and horticulture in Condon Park.*
 - *Fencing at the Skatepark has been removed at the request of the local skatepark users, through a collaboration with the police department and City.*
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.
- *A Joint Use Facility Agreement with Grass Valley School District has allowed to the City to assume field reservation responsibilities and collect field use rental fees at Lyman Gilmore, Scotten and Grass Valley Charter Schools. The process for recreational organizations to reserve field space in the Grass Valley area has been streamlined because they can reserve the various available field spaces through the City of Grass Valley.*

- *The City has worked closely with Gold Country Lacrosse Club to meet their field use needs. The City has included field striping and additional fencing to the Lyman Gilmore turf field to accommodate Lacrosse standards.*
 - *The City has continued to support the growth of Gold Country YMCA. The City modified the use agreement with YMCA to include use of the Scout Lodge at Memorial Park to allow for more year-round programming and classes.*
 - *Through collaborative efforts with Gold Country Disc Golf Association, concept level designs for a 9-hole expansion of the Condon Park Disc Golf course has been completed.*
 - *YMCA has entered into agreement with the City to manage programming for the new Memorial Park Pool facilities.*
7. Improve the smaller parks in Grass Valley by upgrading play equipment and landscaping.
 - *Replaced the Minnie Park playground and restrooms. Funded by Measure E.*
 8. Install a water playground feature in City parks.
 - *The CDBG Memorial Park Facilities Improvements Project includes adding a splash park to the new pool area.*
 9. Increase the use of video and social media advertising for recreation programs, classes, and events.
 10. Improve the safety of public parks by employing a park ranger.
 - *Dedicated a fulltime GVPD officer to performing park ranger like duties in parks and downtown.*

MEDIUM TERM PROJECTS (2-5 YEARS):

1. Implement new Recreation Management Software to allow for the convenience of online registration, reservations, and payments.
 - *With the purchase of the Tyler Technologies system for financial software, the City can implement a Parks and Recreation module that can be used to facilitate online registration, reservations, and payments in the future at no additional cost.*
 - *In 2021, Staff implemented new Trumba calendar (on City's website) wherein sports clubs/teams and any other interested parties can view and schedule field use for any of the City-managed fields (Lyman Gilmore, Grass Valley Charter, Margaret Scotten, and De Mautino).*
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.
 - *The new pool building includes a multipurpose room and outdoor area that can be used for group gatherings/celebrations.*

- *The Clubhouse was demolished as part of the CDBG Memorial Park Facilities Improvements Project.*

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).
4. Create a unique play structure in Condon Park that commemorates the City's historical past.
5. Create Parks and Landscaping maintenance standards for City parks to ensure they are well maintained, clean, safe, and family friendly.
6. Construct an all-weather field for soccer, lacrosse, and other sports.

- *In conjunction with Grass Valley School District, the City installed an all-weather full-size soccer/lacrosse field at Lyman Gilmore, fully funded by Measure E.*

LONG TERM PROJECTS (5-10 YEARS):

1. Create a sports complex to host soccer, softball, lacrosse, baseball, and other outdoor field events.
2. Provide indoor space to host a variety of community events and recreational classes.
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:

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

OBJECTIVES/PROJECTS:

SHORT TERM PROJECTS (0-3 YEARS):

1. Implement a plan to establish highspeed, broadband internet service to the residences and businesses in the City of Grass Valley and surrounding area.
 - *The City is working with Race Communications to bring high speed internet to the City. Staff is currently working with Race on installing fiberoptic cable in the Whispering Pines business park and Loma Rica Ranch.*
2. Address Downtown parking issues identified in the Adopted Parking Plan, including funding, convenient access, and integrated transit and alternate transportation solutions.
 - *Purchased 309 Mill Street property to create additional parking downtown – Project is under Planning review.*
 - *Working with Caltrans to relinquish portions of Tinloy Street, Colfax Avenue, and Hansen Way, along which the City will create more parking spaces.*
 - *Constructed 15 permit only paved parking spaces at 161 S. Auburn Street.*
 - *Constructed 25 permit only parking spaces at 341 East Main Street.*
 - *Turned Neal Street/S. Auburn Street Parking Lot into pay for parking lot (33 spaces).*

- *Restripe the S Church St parking lot to gain an additional 11 spaces*
3. Enforce the No-Smoking ordinance downtown, work with merchants and community members to promote No-Smoking campaign.
 - *Downtown officer (John Herrera) works with downtown businesses to ensure enforcement of the City's No-Smoking Ordinance.*
 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 opposed to online (e.g. create same day delivery service for downtown stores).
 - *The outdoor dining areas (tables and umbrellas, etc.) installed on Mill Street during COVID-19 proved to be a successful strategy to bring people downtown. As a result of the Mill Street Closure success, City Council approved the Mill Street Project (Downtown Streetscape Improvements Project) to include new decorative street surface, semi-permanent outdoor dining areas, stone planters, and new landscaping. promises to enhance the experience of shopping and dining downtown.*
 5. Take steps, via annexation and/or rezoning, to create a business environment with more opportunities for industrial businesses to thrive.
 - *On July 19, 2019, City Council directed staff to initiate an application to amend to the Southern Sphere of Influence Planning and Annexation Project area which was approved in 2014 and 2016. Specific amendments would include an expansion of the City Sphere of Influence, expansion of the previous annexation area boundaries, and modifications to the General Plan Land Use and Zoning maps. This action would allow Hansen Brothers Enterprises (HBE) to execute their expansion plans. Additionally, the owners of Berriman Ranch, located on the west side of Highway 49 have requested the City consider a different land use mix that eliminates the 26+/- acres of commercial land to allow additional residential land.*
 - *On December 14, 2021, Council approved the Southern Spere of Influence (SSOI) project and annexation. LAFCo approved the annexation in February 2022.*
 - *The RV Park and Annexation Project was approved by Planning Commission and City Council at the end of 2021. Once the project is approved by LAFCo, it will result in the annexation of the RV park and existing developed commercial properties next to the fairgrounds. Annexation will bring sewer to this area, which will allow for much needed business expansion currently hindered because of septic limitations.*
 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.
 - *The City developed a 5-year model of our revenues and expenses to assist elected officials with understanding the City's economic base.*

MEDIUM TERM PROJECTS (2-5 YEARS):

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.
2. Support workforce development and community amenities initiatives that meet the needs of employers within the Grass Valley community.
3. Develop a Marketing Brand for the City that can be used for all promotional materials, and produce a long-term, fundable marketing strategy.
 - *City Council approved the new City logo as well as the Measure E logo to help identify Measure E funded projects.*
 - *The City has adopted a Style Guide and corresponding Color Palette in conjunction with the new website design.*
 - *City staff is currently working on a Branding Guidelines document to ensure consistency with use of City logo, colors, etc.*
 - *City partnered with local marketing company, Banner Mountain Media, to boost City's social media presence. Banner Mountain is creating video content of Grass Valley to help lure community members and visitors to downtown Grass Valley.*
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.
 - *City staff has created a Resource Guide to assist new businesses in the process of starting up their commercial locations within the City.*
 - *Staff worked closely with BrewBuilt (homebrewing equipment producer and retailer) to help them find the right commercial location in the City for their operations (110 Springhill Drive).*
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.
 - *City joined the Grass Valley community calendar via Trumba wherein the City's calendar will be updated with upcoming community events. This calendar is published on the City's website.*
 - *The City has partnered with the Grass Valley Chamber of Commerce to take over downtown event planning from GVDA. The goal of this change is to help improve and expand events downtown.*

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.
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.
 - *The Mill Street Project and associated Encroachment Permit process is intended to help make downtown Grass Valley more inviting for local and visiting patrons alike. Additionally, the City's recent partnership with the GV Chamber is intended to improve the promotion of our traditional events as well as create and implement new events. The goal is to have more going on downtown all year round.*
 - *e.g. City has partnered with Cousin's Maine Lobster to have food truck on Mill Street their first event was a huge success, and the second event will be on 2/22/22.*
8. Develop a strategy to maintain funding and capital reserve concerns with various Lighting and Landscaping districts.
9. Explore coordination with contracted grant writer(s) to explore and apply for grants.
 - *The city hired an independent contractor to assist with the Prop 68 park grant applications. City Staff has worked together on multiple grant applications throughout 2018-19.*
10. Improve the City's effectiveness through collaboration with economic-health oriented regional partners.
11. Evaluate the economic, social, and community impacts of a Cannabis dispensary.
 - *On November 24, 2020, City Council amended the Grass Valley Municipal Code and Development Code to allow certain cannabis businesses in City limits. The Cannabis business types include no more than two (2) permits for dispensaries open to the public for retail sales (with delivery), , no more than three (3) permits for delivery-only services, no more than two (2) local cannabis testing laboratories, no more than two (2) local cannabis nurseries, and no more than five (5) local cannabis distribution businesses. The first two permit types are population based, so only one of each permit will be allowed initially.*
 - *In November 2021, the Commercial Cannabis Committee awarded the following Commercial Cannabis business types:*
 - *Storefront Retail Dispensary (Only one allowed in the City, 7 Screening Applications submitted)– **Grass Valley Provisions** was the top-ranked applicant*
 - *Delivery Only Dispensary (Only one allowed in the City, 2 submitted Screening Applications submitted) – **KannaXpress** was the top-ranked applicant*
 - *Distribution (Five allowed in the City, 2 Screening Applications submitted) - **Grass Valley Brand & Sierra Flower Co.** both met the Code requirements and may apply for a permit*

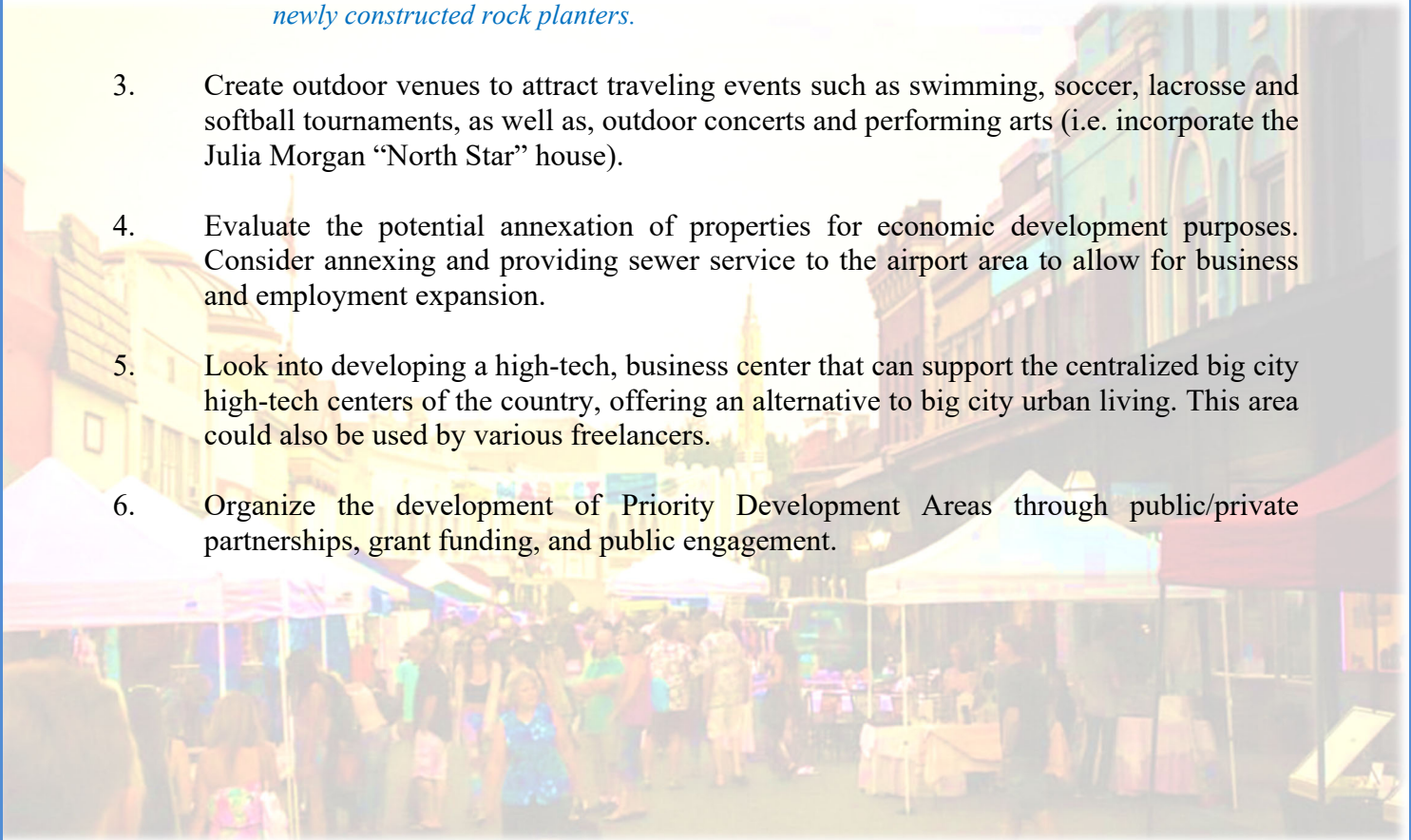
- *Nursery (Two allowed in the City, 2 Screening Applications submitted)- Grass Valley Brand & Xotic Nursery, Inc. both met the Code requirements and may apply for a permit*

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

- *The City approved an Energy Action Plan (EAP) prepared by Sierra Business Council. This plan provides an analysis of the energy use within the City limits by the community and City operated facilities as well as a roadmap for accelerating energy efficiency, water efficiency, and renewable energy efforts already underway in Grass Valley.*
- *Received a Beacon Spotlight Award (Gold Level) for 17% Community Greenhouse Gas Reduction*
- *Received a Beacon Spotlight Award (Platinum Level) for 34% Agency Greenhouse Gas Reduction*

LONG TERM PROJECTS (5-10 YEARS):

1. Encourage the development of experiences (i.e. boutique hotel and spa), as well as, ecotourism, agritourism, and shopping locally.
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.
 - *Brockington (Safeway) Center Frontage Improvement Project was completed in Summer 2021 – the project included installation of water utilities to supply irrigation to new planter areas along the Safeway Center frontage. Project also included electrical conduit installation in the same trench as water utilities and planting of trees and vegetation in the newly constructed rock planters.*
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. 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.
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.
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:

1. Upgrade City's website so it is more user friendly.
2. Epitomize an open and transparent government that values public input on important community issues.
3. Continue to improve the customer-friendly atmosphere in City Hall.
4. Provide regular updates via social media and website about upcoming events, special projects, and other topics of interest.
5. Enhance survey efforts to ensure the entire community has the opportunity to share their opinion.

OBJECTIVES/PROJECTS:

SHORT TERM PROJECTS (0-3 YEARS):

1. Establish a booth for City Hall at public gatherings (e.g., Thursday Night Market) to promote and improve communication between community and government.
2. 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.
 - *All phone calls directed to any of the City's main numbers are directed to the three Community Services Analysts. The CSAs ensure that any messages or emails in the general voicemail inbox are responded to in the same day.*
 - *The City has assumed all customer service responsibilities associated with utility billing.*
3. Improve training for all City employees to develop a secure succession plan, emphasize customer service and a can-do attitude.
4. Continue to build cooperative relationships with representatives from service clubs and other community groups.

- *Regularly partner with Bear Yuba Land Trust, Wolf Creek Community Alliance to complete restoration area cleanup and maintenance, trail improvements, watershed oversight and improvement project planning.*
5. 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.
- *In 2019 the City established a Facebook Page and Instagram account, each of which has recruited over 1,000 followers. The City publishes and shares information about upcoming events and projects occurring in the City via these social media outlets.*
 - *In March 2020 the City launched a new website designed to streamline information and City processes to better assist the public.*
 - *Banner Mountain Media took over management of the City's social media sites (FB and Instagram) - they post informational and marketing updates to the City's sites weekly.*
6. Work toward improving the City's communication and collaboration with Nevada County and other public agencies.
- *Wrapping up EPA Brownfield Coalition Grant that included Nevada City and Nevada County.*
 - *Developed MOU with Nevada County to create housing plans that could be used by the public for expedited approval of housing.*
 - *Continued collaboration with County regarding backup support of building inspection services.*
7. Continue to invest in technology to assist staff and promote overall operational efficiency, develop a tech-replacement account as part of the City Budget.
- *The City Budget now includes increased funding for Information Technology elements, and it is a goal for FY 2020-21 to include a "Base Funding Source" for Information Technology each year.*
8. Move forward with the implementation of a Document/Records Management System and Scanning Program to help make information more accessible to public via the internet.
- *In October 2018, the City entered into a five-year Professional Services Agreement with PinPoint (LSSP Corporation), Document Management System. EPA grant funds were used to purchase the software.*
 - *Staff has started scanning building property files (permits, etc.) into the City's building permit program, Accela. The result of this project will be the availability of permit files via Accela's online portal which is accessible via the City's website.*
 - *Engineering encroachment permit processing now almost entirely digital. Invoice processing primarily electronic. Project documentation and filing almost entirely digital.*
 - *Discuss putting the development code on Municode to keep updated and better access.*
9. Maintain a strong fiscal reserve – continuously maintain a balanced City budget.

- *The City Budget includes prudent levels of reserves for Economic Contingency, CalPERS Pension Stabilization, OPEB Stabilization and Capital / Deferred Maintenance. This is in addition to a prudent level of fund balance / unobligated reserves.*

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

- *The 7-Year Forecast is updated at least twice annually and used as part of the annual budget and mid-year budget updated process.*

11. Continue full implementation of budget policies included in each annual budget.

MEDIUM TERM PROJECTS (2-5 YEARS):

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

- *City Hall staff conducted pilot program to allow new parents to bring their infants to work to help save on the cost of childcare.*
- *COVID restrictions and safety requirements required implementation of remote (work-from-home) options for office staff. Due to the success of office employees working from home, City continues to allow remote working and additional flexibility for employees.*
- *City Hall switched to a 4-10's schedule to provide earlier office hours for contractors and to help accommodate flexible work schedules.*
- *The building department transitioned to completely online permitting process, including plan submittals and permit issuance. This change was initiated due to COVID, but it was something the City was planning to implement in the coming years and it has proven successful and helps improve overall performance.*

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.

- *Via the partnership with Banner Mountain Media, the City's social media sites are regularly (weekly/biweekly) updated.*
- *City is currently working with the Chamber of Commerce and GVDA to organize an all-inclusive community calendar that shares events happening downtown and throughout the City.*

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.

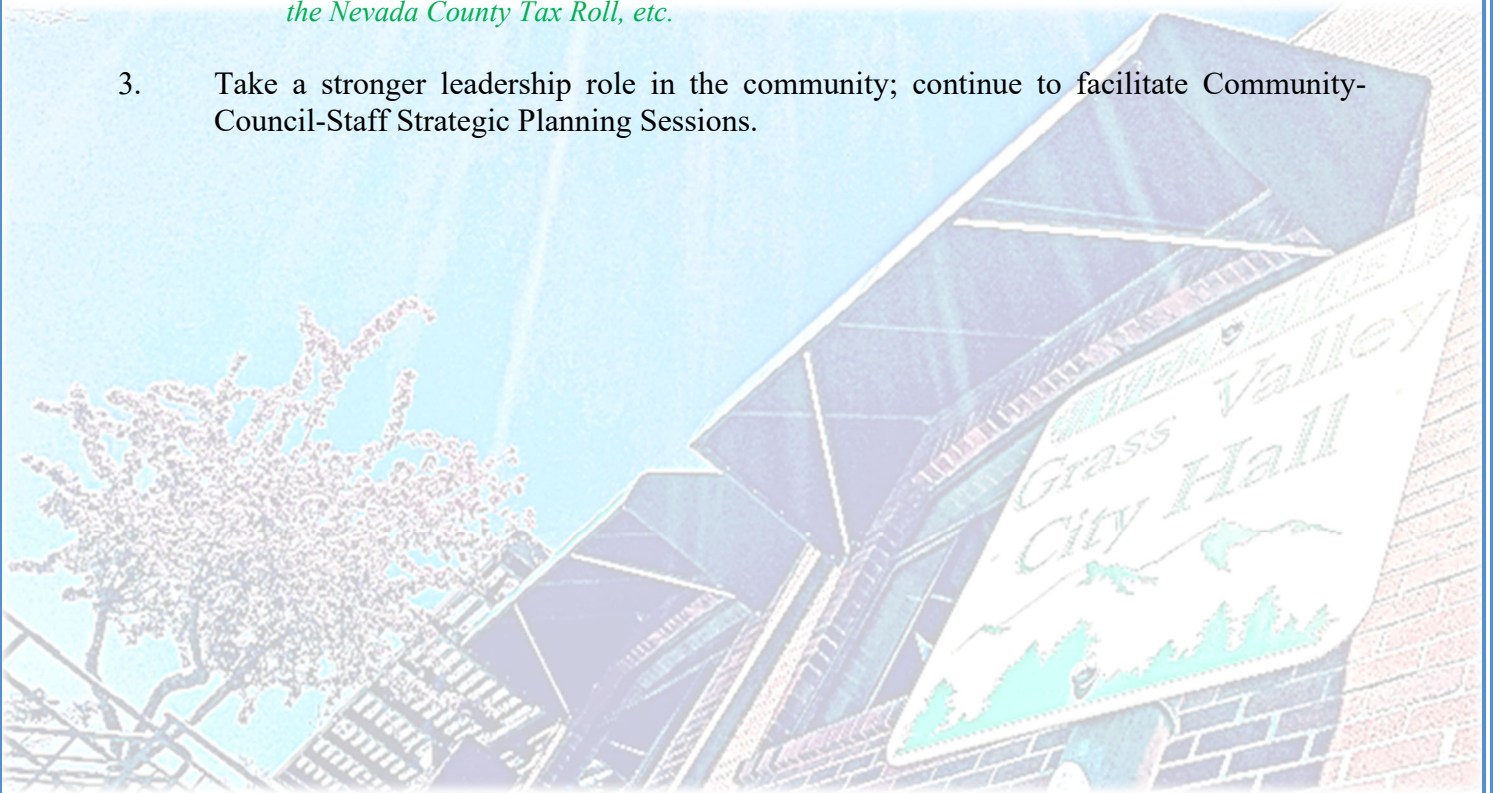
- *Staff has explored couple of options, but to date the best location for City Hall remains at the current position. A remodel will be needed to continue to provide the level of service needed for our community.*

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

- *The City implemented a vehicle leasing program whereby ongoing “base funding” is provided to cover ongoing leases. The Measure E Fund includes ongoing funding for public safety vehicle/apparatus replacement as part of the 7-Year Forecast.*
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.
- *The City is currently in the process of securing bond financing to pay off the majority of the CalPERS Unfunded Liability and will begin using the PARS Pension Stabilization Trust Fund (Section 115 Trust) to mitigate future expose to volatile pension costs.*
 - *City was able to secure bond financing and pay down the majority of the CalPERS Unfunded Liability. Additionally, the City has created a reserve fund to assist with any future CalPERS issues.*

LONG TERM PROJECTS (5-10 YEARS):

1. Replace the City of Grass Valley animal shelter with a larger, more robust facility to better serve and protect the animals and the public.
2. Research alternative solutions for utility billing to ameliorate community members’ customer service experience.
 - *In mid-November 2019, the City’s current utility billing service provider, Fathom Water, notified the City they would be discontinuing business operations. Staff determined MuniBilling to be the best short-term solution. While MuniBilling provides the billing software program, the City has reassumed all customer service activities associated with utility billing and account management.*
 - *Staff is looking at other options to improve our utility billing operations, including evaluating Tyler Enterprise System - Utility Billing module and placing the sewer bills on the Nevada County Tax Roll, etc.*
3. 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:

1. Address homelessness & be more transparent about progress and deficiencies related to this effort.
2. Confront the growing drug issues plaguing the youth in Grass Valley.
3. Provide for a safe walking and driving environment throughout the community.

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

1. Enhance the City's technological capabilities to provide for increased public safety via the utilization of cameras, drones, and modernized patrol car technology.
 - *We have added card-lock access control across City Facilities including City Hall, the Police Department, both fire stations, the Wastewater Treatment Plant, and Water Treatment Plant.*
 - *We have added high-definition video equipment at City Facilities including City Hall, the Police Department, both fire stations, the Wastewater Treatment Plant, and Water Treatment Plant, as well as, at sewer lift stations and parks (Memorial / Minnie (on FSI))*
 - *Funding for these projects were from several funds including, general fund, enterprise funds, asset forfeiture funds, and developer impact fees.*
 - *Through the City's vehicle replacement program, the police department vehicles are in the best condition they have ever been (barring the supply chain issues of 2020/2021) – including in-car technology*
 - *We have deployed a number of community cameras through partnership with local property owners/businesses and utilize them to detect and deter crime.*
2. Improve investigative capability using modern technology and new/updated software packages.

- *The Police Department has invested in several technologies, some of which were pretext call software for wireless platforms, a throw camera, exploration of ALPR platforms at reasonable costs (still researching), and deployment of high-definition cameras across facilities and public spaces as mentioned above.*
 - *Deployment of ALPR technology at the beginning of 2022 has already provided tangible crime deterrence and detection.*
 - *Our investigations unit has enhanced mobile device forensic software, staying up to date with how and where criminals store information, making our department a leader in regional digital crime fighting.*
 - *There is a NEED for updated police records keeping software.*
3. Review development projects with crime prevention in mind.
- *The Police Department worked with CDD to develop conditions of approval related to crime prevention through environmental design and via the conditioning of space for City accessed video surveillance systems as part of the Dorsey Marketplace design and intersection construction.*
 - *The Police Department is working collaboratively with the Engineering Department to create new design standards for signalized intersections that may develop in the future to include video and potentially ALPR technologies with dedicated physical space for those infrastructure needs.*
4. Emphasize community policing strategies and crime prevention through regular interactions with residents, visitors, youth, and business owners.
- *Several active shooter/critical incident preparedness presentations as well as mock drills at several high-risk locations have been completed (i.e. NID, Mental Health, Brighton Greens) and will continue. In the case of mutual responsibility facilities, like Health and Human Services at Brighton Greens, joint drills between the NCSO, CHP and GVPD were conducted, with GVPD taking the lead role.*
 - *Numerous K9 presentations with groups such as Rotary, Elks, Vet's and nursery/grade/ and middle schools. National Night Out, Coffee with a Cop, Hero's Night etc.*
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.
- *Fire Department implemented community-wide outreach regarding vegetation management requirements in preparation of fire season. Notices are sent to all property owners.*
6. The Grass Valley Police Department will coordinate with local schools and afterschool programs to execute a drug awareness and prevention program.
- *The assigned School Resource Officer at Silver Springs High School conducts drug awareness and prevention on the campus. GVPD has and plans to continue to host the GREAT Summer Youth Academy, in partnership with NEO (Bright Futures for Youth as of 2021), to provide prevention-based summer youth camps for kids, while building positive youth-police relationships.*
 - *This past summer the Police Department partnered with Bright Futures for Youth at their summer youth camps to teach kids about investigations and police work as well as positive role modeling and drug prevention.*

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.
 - *Creation of specialty team within our Strategic Response Unit (previously Investigations Unit) that is dedicated to homeless and quality of life related issues in the City. We have partnered with the County Home Team to provide congruent services in our interaction with the homeless population. We are a partner agency recipient of a Peace Officer Standards and Training Innovation Grant for the training of police officers related to locally based curriculum related to Community Partnerships and Homeless engagement training. Hospitality House is the lead grant recipient with GVPD instructors of the curriculum that is in development.*
 - *Officer John Herrera is dedicated to ensuring downtown is safe and drug-free.*
8. Expand police presence in public places and during events; look into hiring a sworn Park Ranger.
 - *With staffing at 28 of 29 FTE we are finally able to fill a Parks/Downtown position with a sworn officer. Absent any staffing issues, we intend to fill this position during the Spring – made possible by Measure E personnel.*
 - *Kano, and newly acquired PD canine Romeo, frequently attend events such as Safe Trick or Treat and 4th of July.*
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.
 - *We are nearly complete with a \$1.4M radio infrastructure project, anticipated to be live before the end of FY21/22.*
10. Provide easier access to current fire information, emergency evacuation processes, and preparatory education related to property and vegetation management.
 - *Fire information link on City Web Site, Grass Valley Fire social media sites (Facebook, Instagram, Twitter).*
 - *Developed and mailed to City residents the Ready Nevada County Wildfire Handbook.*
 - *Conducted Community Fire Forum at Love Building in May 2019.*
 - *Published **Know Your Zone** link on the City's website (on homepage), which helps community members identify which evacuation zone they reside in.*
11. Expand outreach for National Night Out events.
 - *Under GVPD leadership, we have collaborated with all local LE agencies to create a jurisdictional-roving NNO event every August, bringing together the community with their police and public safety departments in a fun and engaging environment.*

12. Collaborate with Nevada County and the State to address homelessness.

- *See item 6 above.*

13. Evaluate fire cooperation with the City of Nevada City.

- *Developed and implemented Shared Administrative Service agreement with Nevada City Fire.*
- *Integration of staff and programs has provided operational efficiencies through staffing, equipment standardization, training, and professional development opportunities.*
- *Amended Nevada City Municipal Code for Vegetation Management to reflect the Grass Valley Vegetation Management Municipal Code.*
- *Continued evaluation of Shared Service Agreement to develop additional strengths and promote resilience within each Cities' Fire Department.*
- *Effective November 1, 2021, GVFD assumed responsibility for fully staffing Fire Station 1 as we do for the other stations in the City, all of which provide emergency response services to the County and Nevada City jurisdictions. These changes were implemented to ensure GVFD is prepared to provide for the quickly increasing current and future emergency service demands of the City and surrounding Nevada County areas we respond to on a regular basis.*
- *Since November 1st, 2021, Grass Valley fire stations each have their own Battalion Chief to oversee the daily operations and overall procedures of each shift. This allows the City to continue to ensure our primary mission to the public to secure a safe future for our community.*

14. Continue a proactive and progressive Code Enforcement program, including an aggressive approach to weed abatement as it relates to fire hazards.

- *The City has instituted a progress and aggressive vegetation management program to mitigate exposure to wildland fire. Proactively the City has mailed informational notices to property owners regarding the responsibility of vegetation management on parcels in the City. The City has proactively mitigated City properties to comply with the vegetation management program, and funds mitigation of properties that are non-responsive.*
- *Cal Fire is completing the Ponderosa Fuel break to protect the Western side of Grass Valley from wildland fire. Parcels in the City comply with City vegetation management program.*
- *Fire Department amended the Vegetation Management and Yard Debris Removal ordinance (8.16.200) to require compliance by May 1st instead of June 1st.*

15. Conduct annual disaster response trainings (i.e. tabletop exercises for Emergency Operations Plan).

- *GVPD is currently working with GVFD and will be conducting tabletop exercises for active shooter response and disaster response in March 2020. A tactical medicine course is being presented in March 2020 to the GVFD by GVPD Reserve Chris Quinn. We are also working with the NCSO to put on a multi-agency active shooter training which will include tactical medic response, hospital and ambulance involvement as well as LE and Fire response and tabletop exercise. Many of the incident command and resource deployment models are replicable for other disaster response.*

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.
 - *We are working collaboratively with the County OES to review and update their Evacuation Annex. Final comments are due back this month.*
17. Pursue safety for all (inclusionary).
 - *The City and Cal Fire have entered a Mutual Threat Zone (MTZ) agreement providing additional resources to wildland fires including aircraft within the City of Grass Valley.*
 - *Measure E has been instrumental in advancing the capabilities of the fire department by way of 1) Staffing (paramedics, red flag warnings, 2) New Fire Engines, 3) State of the Art equipment, and 4) Training.*
 - *The fire department continually seeks improvements to service levels internally and with our partner agencies to provide operational resilience, readiness and excellent service.*

MEDIUM TERM PROJECTS (2-5 YEARS):

1. Evaluate the prospect of acquiring the property behind the alley of the police department for additional parking, storage, and officer safety.
2. Update City Fire Stations to meet current safety standards.
 - *Purchased a generator for Fire Station 2 to ensure station maintains power throughout PSPS events.*
 - *Improved connectivity and upgraded computer and networking equipment at each station, which helps ensure fire stations are operating at optimal level.*
3. Evaluate the possibility of introducing a program where police officers visit local schools for the day.
4. Evaluate placement of more solar-powered radar speed limit notification signs.
 - *The Police Department is in the final stages of making a recommendation for a “city standard” of solar radar sign with data collection and analytic capabilities with cross-department access to information as may be needed for business needs.*



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:

1. Improvements need to be made to update and improve the City's storm water system.
2. Continue to protect Wolf Creek via enforcement of proper setbacks.
3. Continue to plan for the impacts of climate changes facing our area, including ensuring the stability of the City's water supply

OBJECTIVES/PROJECTS:

SHORT TERM PROJECTS (0-3 YEARS):

1. Install the necessary hardware and software to establish a City wide and surrounding area highspeed internet and broadband system, connecting homes and businesses.
2. Evaluate the City's water supply and potential future water sources in conjunction with NID to ensure the City's citizens continue to have access to a stable potable water supply.
3. 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.
 - *Replaced 18" storm drain culvert on Slate Creek Rd that was no longer conveying water and prone to repeated flooding.*
3. Improve the creeks that traverse the City for increased storm water flows.
4. Sustain a high-quality drinking water delivery system to support the community and water-dependent businesses.

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.
 - *Monitoring and control system (SCADA) completely modernized at the Wastewater treatment plant via a \$4 million improvement project, resulting in highly advanced operations utilizing latest technologies.*
6. Continue to replace and upgrade aging wastewater and water system pipes.
 - *Complete water line replacement on Valley View Drive.*
 - *Memorial Park Project - installed new water main line through the park to better serve park and create enhanced looping of distribution system.*

MEDIUM TERM PROJECTS (2-5 YEARS):

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.
 - *Water and wastewater rate study initiated with consultant NBS to evaluate and update rate structure.*
2. Look for opportunities to underground utilities (electrical, phone, cable facilities).
 - *Initiated discussions with Nevada County and PG&E to pool Rule 20A undergrounding funds to identify and deliver an electrical system undergrounding project within City limits.*

LONG TERM PROJECTS (5-10 YEARS):

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.
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.

