

City of La Pine

2008-2010 Strategic Plan

Adopted December 10, 2008

BACKGROUND

The City of La Pine is Oregon's newest City; incorporated in 2006. In early 2008, the new leadership for the City initiated a strategic planning process to identify critical issues for the viability and prosperity of the community. This strategic plan is intended to focus on current issues and those concerning the city in the next 2-3 year period. Three (3) public meetings were facilitated by the Rural Community Assistance Corporation (RCAC) to help members of the City Council, city staff, and the community identify goals and objectives for the new city. Short term objectives were categorized as having a 0-12 month time frame while long term objectives have a 12-24+ month time frame. A draft strategic plan was presented to the public at a series of two community meetings for further input on priorities, goals, and objectives for the City. The City of La Pine Strategic Plan is the result of that community process and should be used as a guiding document for future decision-making by the City of La Pine. The City intends to make reasoned decisions to provide the best possible services to meet residents' needs and facilitate greater opportunities for the community.

MISSION STATEMENT

“To improve the City and the quality of life of the community while maintaining its friendly small town nature, through considered choices and planned growth and development.”

PRIORITIES AND GOALS

PRIORITY ISSUE #1: Economic Development

Economic development is a cornerstone of livability for the La Pine area including the development of adequate infrastructure. The City needs to focus on the retention and expansion of local businesses, while supporting the recruitment of other industries. The community recognizes the importance of economic

development and the need for local jobs as too many area residents commute long distances to other communities for employment.

Econ Development Goal #1: Develop a comprehensive and cohesive economic development strategy that balances business opportunities and the quality of life in the community

Short-term Objectives:

1. City Council and staff work collaboratively with the La Pine business community to address issues, solve problems impacting businesses, and create economic opportunities
 - Develop a city database of local business information
 - Discuss needs of local businesses
 - Continue to participate in Business Roundtable and other economic development meetings
 - Discuss resources for and barriers to economic development
 - Develop methods for businesses and community to target gaps in economic development strategy and business services coordination
2. Continue and increase networking activities with economic development groups and stakeholders
3. Complete Economic Development element of La Pine Comprehensive Plan

Long-term Objectives:

4. Obtain grant funding for preparing a City of La Pine Economic Development Strategy and Marketing Plan
 - Incorporate Comprehensive Land Use Plan economic development element information
 - Utilize the Economic Development Administration (EDA) of US. Department of Commerce grants and other state and federal grant funding programs

Econ Development Goal #2: Develop a coordinated plan to consolidate water and sewer services into city operations to more effectively manage growth, protect public health, and promote economic development opportunities.

Short-term Objectives:

1. Convene a water/sewer utilities stakeholders committee to discuss options and coordinate the consolidation process
2. Study water and wastewater systems operations, expansion plans, and costs

- Utilize Rural Community Assistance Corporation (RCAC) expertise to assist with water/wastewater planning and finance information
- Identify resources for grants, loans, programs

Long-term Objectives:

3. Determine feasibility of consolidating water and sewer districts into city operations
4. Develop a work plan and schedule for consolidation

PRIORITY ISSUE #2: Comprehensive Land Use Plan

The City of La Pine incorporated in November 2006 and lacks a Comprehensive Land Use Plan to govern growth and development. The City is required by State statute to complete a Comprehensive Plan and the implementing regulations with official acknowledgement by the Department of Land Conservation and Development (DLCD) within four years of incorporation. The development of the Comp Plan and local ordinances will require training, coordination, and resources.

Comp Plan Goal #1: Expand knowledge and understanding of comprehensive planning utilizing all available resources such as local, state and federal agencies, community organizations, and professional services.

Short-term Objectives:

1. Planning Commission and City Council members participate in trainings on state-wide planning goals, land use planning requirements, and the comprehensive plan decision-making process

Comp Plan Goal #2: Develop and complete Draft City of La Pine Comprehensive Plan by June 30, 2009

Short-term Objectives:

1. Develop a Request for Proposals (RFP) and hire a planning consultant
2. Obtain DLCD grant and implement Comp Plan project
3. Follow established work program and work closely with DLCD to guide completion of required comp planning tasks and elements

PRIORITY ISSUE #3: Roads

The City of La Pine is located along Highway 97, a major state highway and a primary truck freight route that experiences high traffic volumes and heavy winter snowfalls. The city road network requires street improvements and regular maintenance to better serve community needs. The City should focus on planning for current and future transportation needs, maintenance programs, and financing mechanisms.

Roads Goal #1: Improve Highway 97 intersections to facilitate better traffic flow and expand economic development opportunities for the City.

Short-term Objectives:

1. Study Highway 97 traffic conditions and functioning of intersections to determine what intersection improvements are needed
2. Develop work plan for intersection improvements construction

Long-term Objectives:

3. Develop a transportation System Development Charge (SDC) ordinance
4. Develop other financing mechanisms to pay for intersection and other transportation improvements

Roads Goal #2: Develop transportation strategies and adopt plans for the improvement of the city road system.

Short-term Objectives:

1. Adopt a snow removal policy for city streets
 - Amend policy to address multiple road services providers within city limits
 - Coordinate with ODOT, County and other stakeholders on implementation of snow removal policy
2. Develop a contracting process for snow removal on city streets by Fall 2008
 - Prepare list of contractors
 - Develop standards for contracting
 - Create procedure for contract management
3. Develop a 2009-2010 road maintenance and improvement plan
4. Complete Intergovernmental Agreement (IGA) with ODOT
5. Complete Intergovernmental Agreement (IGA) with County Road Department

6. Establish and support processes for on-going community input on transportation issues
7. Complete the transportation portion of the Public Facilities element of the La Pine Comprehensive Plan

Long-term Objectives:

8. Develop city road construction standards as part of the creation of land use development regulations
 - Coordinate city road standards with other agency road standards
 - Include city road standards and policies in intergovernmental agreements and private contracts
9. Develop and adopt a Transportation System Plan (TSP) using comp plan data and information, and which includes a city transportation improvements project list
10. Continue to pursue grants and funding opportunities for road improvement projects

PRIORITY ISSUE #4: Internal City Processes

As a newly incorporated city it is important to establish appropriate guidelines, requirements, and processes for conducting city business effectively. This policy and procedural framework will guide current and future decision-making to define the means and methods of how the City functions and provides services for the community. The City needs to create and adopt a City Charter which will be the primary legal document outlining how the City of La Pine conducts business.

Internal City Process Goal #1: Define how City of La Pine should function to provide high quality, efficient and effective service to community residents.

Short-term Objectives:

1. Develop job descriptions for city staff
2. Conduct a work session(s) to create and finalize the City Charter
3. Target next election to adopt the City Charter in May 2009

Internal City Process Goal #2: Develop enforceable ordinances with appropriate standards to meet community needs, such as animal control, noise, solid waste, loitering, vandalism, sidewalk snow clearing, junk vehicles, etc.

Short-term Objectives:

1. Research public safety and code enforcement services to address questions on jurisdictional service levels, intergovernmental agreements, and comparative costs of options

Long-term Objectives:

2. Develop a work plan for providing public safety and code enforcement services in the City
3. Adopt ordinances to address nuisances and other code enforcement issues

Internal City Process Goal #3: Complete Intergovernmental Agreements (IGA) with appropriate government agencies

Short-term Objectives:

1. Complete Oregon Department of Transportation (ODOT) IGA
2. Complete County Roads IGA
 - Include Mutual Agreement Order on jurisdiction of roads inside city limits
3. Update and renegotiate Planning Services IGA by June 30, 2009
 - Address code enforcement and other services

CONCLUSION

The City of La Pine Strategic Plan is the result of an extensive community involvement process and reflects the community's current priorities and goals for the City. While the Strategic Plan should be used as a guiding document for the City of La Pine, the plan may not address all of the emergent and evolving community issues and concerns over the next several years. The City will continue to be responsive to citizen concerns and address new issues as they arise. The Strategic Plan is intended to set the focus for utilization of City resources for a period of not more than 3 years and should be updated periodically. It is the intent of the City to revisit the Strategic Plan and priorities after the first year and adjust the priorities and objectives accordingly to changed conditions. Updating the Strategic Plan in the future should include a community input process to ensure that the plan continues to reflect the current priorities and goals of City residents.