CITY OF MT. SHASTA

STRATEGIC PLAN

2014-2017

Original 5/24/2014 Updated 12/16/2014

MT. SHASTA STRATEGIC PLAN
2014-2017

"Over the next three years, we will position Mt. Shasta to be the community of choice, where our people, our environment, and our businesses thrive."

Strategic Focus Areas:

I. Expand Quality of Life and Development Opportunities
II. Maximize our "Destination Location" Opportunities
III. Enhance Public/Private Partnerships
iv. Grow Mt. Shasta Pride and Quality

Mt. Shasta City Council

Mayor
Geoff Harkness

Mayor Pro Tem
Jeff Collings

Council Member
Mike J. Burns, Sr.

Council Member
Tom Moore

Council Member
Tim Stearns

2014-2017 Strategic Plan Support Team

City Manager Paul Eckert, Finance Director Muriel Terrell,
Public Works Director Rod Bryan, City Planner Tuli Potts, Police Chief Parish Cross, Fire Chief Matt Melo, Deputy City Clerk Tamara Lapthorne, and Human Resources Specialist Jodi Polk

Foundation of the 2014-2017 Strategic Planning Process and Strategic Focus Areas

The City's Mission Statement forms the foundation and main thrust of the Strategic Plan. The Mission Statement also guides the Municipal Responsibilities of the City. The "Mt. Shasta Municipal Responsibilities" (see below) are carried out through the City's operational plans, including the Operating Budget, Capital Improvement Projects, and departmental plans. The City Council and staff work closely with the Committees appointed by the Council as well as various other agencies while developing its Strategic Plan. These components and partnerships guide the City while developing and implementing our 2014-2017 Strategic Focus Initiatives.

MISSION STATEMENT AND VALUES

Our mission is to maintain the character of our "small town" community while striking an appropriate balance between economic development and preservation of our quality of life. We help create a dynamic and vital City by providing quality, cost-effective municipal services and by forming partnerships with residents and organizations in the constant pursuit of excellence.

Residents and Employees
We value our residents and coworkers as people who contribute ideas, energy, and commitment toward the betterment of the community. Employees are included in decision making at all levels and are treated with fairness and respect at all time. We believe good government depends on loyal and well trained employees.

Trust
We maintain the highest level of integrity and honesty in all our actions. We believe truthfulness will create trust within the organization and public trust can be achieved and preserved by making government open and accessible to those we serve.

Balance
We maintain proper equilibrium between responsive and responsible government services. We are sensitive to the diversity of those we serve.

Empowerment
We create an environment in which our residents and employees are encouraged to use their initiative and expertise in constructive problem-solving. We accept ownership and responsibility of decisions and celebrate the many accomplishments that such an environment creates.

Creativity
We seek continuous improvement in City services by using our creativity and by engaging in prudent risk-taking.

MUNICIPAL RESPONSIBILITIES

QUALITY OF LIFE
We will position Mt. Shasta as a preferred community by partnering to improve facilities, community offerings, and marketing initiatives and growing local pride in our City.

HEALTH AND SAFETY
We will enhance public health and safety by maximizing the utilization of technology, improved community engagement, effective communications and facilities, and adherence to the highest possible public safety standards.

INFRASTRUCTURE
We will invest in infrastructure to attract and retain business, spur residential growth, and increase quality of life.

PROGRESSIVE LEADERSHIP
The City Council and City leadership will actively demonstrate commitment to our coworkers and will effectively engage them. Leadership will use formal and informal methods to enhance organizational engagement and commitment to our shared vision.

FINANCIAL HEALTH AND ECONOMIC OPPORTUNITY
We will maintain the highest possible commitment to sound municipal financial management practices and we work with current business to create job growth and aggressively seek out opportunities to attract new economic growth.

OPERATIONAL PLANS

The City's day to day operations are guided through the implementation of its various operational plans. These include but are not limited to the Operating Budget, the Capital Improvement Program (CIP), City Comprehensive General Plan, Municipal Code, individual department strategic plans, and various specific plans, as well as former strategic plans, including the Mt. Shasta Community Action Plan – 2020 Vision.

City Council Appointed Committees
Planning Commission
Community Economic Development Activities Committee
Beautification Advisory Committee
Downtown Enhancement Advisory Committee
Alternative Transportation Advisory Committee
Friends of the Library
***Mt Shasta Recreation and Parks District (The Council appoints 3 of the 7 Board members)**
***Mt Shasta Chamber of Commerce (City Manager is an Ex officio Member)**
***Young Professionals Group (City Manager is an advisory member)**

Strategic Focus I - Expand Quality of Life and Development Opportunities

1) **Grow a vibrant and balanced economy and further develop the resources to support economic growth.** ***City Council, City Manager's Office, and all City Departments – 2 years***

   (a) Action: Work with National, State, and local partners and internally to improve the effectiveness of business retention and attraction efforts and business development programs.

   (b) Action: City Manager's Office, Finance Director, and Planner to immediately evaluate all Municipal Codes, Administrative Policies, and fees to ensure a balanced effective approach.

   (c) Action: City Manager to analyze and recommend new incentive programs.

   (d) Action: Establish an internal Economic Development Program and Budget

   (e) Action: Coordinate critical planning and infrastructure investments and work with partners to develop new business sites, spec buildings, and redevelop existing business areas.

   (f) Action: Work with legislators and partners to improve regional and state competiveness, evaluate various funding opportunities, and achieve successful grant applications.

2) **Focus employer expansion and attraction efforts around growing industries, including tourist related activities, tech, and light manufacturing. City Manager's Office -** ***2 years.***

   (a) Action: Working with land owners and realtors, identify and categorize (zoning, size, value, etc.) all developable real estate and promote it on our website under the new Economic Development Tab.

(b) Action: Increase awareness of Mt. Shasta as a location to do business through targeted marketing, trade-shows, and various public relations strategies, including an increased digital-marketing presence.

(c) Action: Work to retain and develop the availability of quality employee housing.

(d) Action: Identify and attract specific industries.

3) Develop entrepreneurship assistance and initiatives. City Council, City Manager's Office, and Finance – *2 years*

(a) Action: Work with other agencies and private groups to ensure the successful implementation of the Investment Network.

(b) Action: Work with the Governor's Office of Business and Economic Development to connect entrepreneurs and small businesses with resources needed.

(c) Action: Evaluate and reduce user fees and impact fees to balance economic growth opportunities while maintaining appropriate infrastructure. Develop incentive program including reduced fees for guaranteed economic benefits.

(d) Action: Using our NPO partners, expand CDBG opportunities for small business investment.

4) Continue efforts to leverage strengths and assets in Downtown Mt. Shasta. *Planning, Public Works, and City Manager's Office – 2 years*

(a) Action: Focus on key downtown sites, attraction of larger employers, and optimization of green space, streetscaping and walkability improvements.

(b) Action: Encourage adaptive re-use of existing underutilized buildings into residential units and/or office space.

(c) Explore the possible adoption of a vacant commercial property ordinance**.**

5) Achieve initial planning and marketing of "The Landing Mt Shasta Commerce Park" and Residential Area. *City Manager's Office, Planning Finance, Public Works – 3 years*

6) Action: Work with partner agencies, consultants, and the Governor's Office of Business and Economic Development (GO-Biz) State to achieve Shovel-ready Sites.

(a) Action: Provide incentives to encourage residential housing units in the mid-level price ranges over the next 10 years at the "The Landing Residential Park" east of Mt. Shasta Boulevard.

(b) Action: Identify market potential residential growth areas and assess infrastructure needs. Create a marketing folder which includes the various local, state and federal funding sources that may be available to developers and/or property owners.

(c) Action: Contact and build relationships with site selectors, spec developers, and master developers. Consider public/private partnerships.

7) **Conduct an effective neighborhood rehabilitation program within an existing Mt. Shasta neighborhood.** ***City Manager's Office, Planning, Finance, and Public Works – 4 years***

   (a) Action: Identify public infrastructure projects by neighborhood.

   (b) Action: Enhance the marketing of the housing rehabilitation programs.

8) **Add 25 new affordable housing units to existing inventory.** ***Planning and City Manager's Office – 3 years***

   (a) Action: Work with DANCO to complete design, fund, and construct the Spring Mountain Townhome project

   (b) Action: Create an enhanced homeowner buyers assistance plan using CDBG funds.

9) **Working with the Alternative Transportation Committee (ATAC), increase infrastructure and paving investment.** ***Public Works – 2 years***

   (a) Action: Explore additional local, state, and federal funding sources.

   (b) Action: Working with private vendors, consider tourist season electric transport services.

10) **Working with the County and local interested parties evaluate long-term interests and potential utilization and enhancements for airport general aviation related development.** ***City Manager's Office – 4 years***

   (a) Action: Expand general aviation activities and use for Mt Shasta visitors and residents.

11) **Develop a City-Wide Preservation Plan that identifies Mt. Shasta's historic resources.** ***Planning and City Manager's Office – 3 years***

   (a) Action: Develop a working committee consisting of City staff, Historic Preservation enthusiasts, and a City Council representative to formulate the process and desired outputs, including historical markers on buildings and historic sites.

   (b) Action: Determine the required contents of the Preservation Plan including such elements as design standards, design review, and certificates of appropriateness.

(c) Action: Identify historically significant buildings that are underutilized and/or in danger of being lost. Actively work with property owners, Historic Preservation enthusiasts, and local real estate agents to promote endangered properties.

12) Evaluate the feasibility of merging of the Mt. Shasta Fire Department and the Mt. Shasta Fire District and expanding services to provide Advanced Life Support (ALS Engine/Ambulance service) to the South County area. City Manager's Office, Finance, and Fire – 2 years.

(a) Action: Begin feasibility study.

13) Plan and begin construction on a fiber utility optic corridor to maximize the City's investment and technology potential. *Public Works, Finance, and City Manager's Office – 4 years*

(a) Action: Explore funding sources.

(b) Action: Incorporate fiber conduits into all road reconstruction projects. Require all projects to include fiber conduit prior to funding requests and final approval.

14) Develop new opportunities and create supportive municipal codes to achieve an additional 20 downtown market rate housing units. *Planning and City Manager's Office – 2 years*

(a) Action: Identify existing buildings available for adaptive reuse.

(b) Action: Promote mixed use of commercial and residential units.

15) Develop a retail strategy for the City to identify and meet community demands. *Planning and City Manager's Office– 3 years*

(a) Action: Identify priority retail sectors and ideal franchises for attracting businesses.

(b) Action: Target retail and restaurant entrepreneurs and existing independent or regional chain businesses within a 100-mile radius of downtown.

(c) Action: Evaluate what draws and maintains good restaurants in communities.

(d) Action: Investigate and consider collaboration with College of the Siskiyous and other schools with culinary arts programs to enhance our local capabilities and offerings.

(e) Action: Working with others, consider collaboration with schools and businesses involved in the brewing arts and services.

16) Develop a specific Economic Development Strategic Plan and share it on a new Economic Development webpage. *City Manager's Office – 1 year.*

(a) Action: Utilize strategic visions developed during the April and May City Council workshops and evaluate and incorporate best local government economic development practices.

17) Work with employers, the State of California, colleges, area municipalities, Siskiyou County, and other partner agencies to expand area job creation. *City Council and City Manager's Office – 2 years*

(a) Action: Working with others, including the Economic Development Council, identify desired employment skill sets and engage in efforts to attract qualified employees for businesses desiring to expand and locate to the Mt. Shasta Area.

Strategic Focus II - Maximize our "Destination Location" Opportunities

1) **Work with Cal-Trans to prioritize and fund long-term I-5 interchange infrastructure improvements, signage, and beautification.** ***City Council, City Manager's Office, Public Works, Planning – 2 years***

   (a) Action: Develop concepts which may include Lake Street, Lassen Lane, and Spring Hill Road.

   (b) Action: Work with Federal and State legislators to identify funding

   (c) Action: Work with Cal-Trans Officials

2) **Work with interested developers and investors to construct a convention facility as a part of a destination hotel.** ***City Council, City Manager's Office, Planning, Public Works - 3 years.***

   (a) Action: Identify purpose, uses, size, costs, funding and location options including Spring Hill, The Landing, Morgan-Merrill, and Downtown

3) **Reconstruct or construct new "State of the Art" Library facility.** ***Library, City Council, and Finance – 5 years.***

   (a) Action: Conduct feasibility Study

4) **Develop and coordinate a plan for all special events.** ***Planning, and City Manager's Office - 1 year***

   (a) Action: Enhance outreach to media and regional and national associations, including outdoor writers, to better promote local events.

   (b) Action: Identify and coordinate additional "special events and activities" including First Friday Art Walks to include nature, history, music, alfresco dining, outdoor movies, athletics, outdoor chess, Skateboarding, food and drinks, volunteer vendors, etc.

   (c) Action: Create a public/private committee to help coordinate City's involvement with Special Events including the establishment of a new downtown bicycle race, 1m, 5k, 10k run, snow shoe races, snowshoe baseball, skateboard races, and fun fitness contests, etc.

(d) Action: Work with Bike Groups to create/enhance downhill mountain biking, and advertising of the multi-trail system starting at the old Ski Bowl. Entertainer is the original name of the downhill system and now includes the Gateway trail system along with the Tunnel Track System.)

(e) Action: Expand Halloween festivities to include a larger haunted house. Partner with businesses to enhance the "trick or treating" experience including costumes, treats etc…

(f) Action: Working with others, promote and advertise "Fish Days" at the Hatchery (including Parent Magazine) and outlets in Santa Rosa, Chico, Sacramento, Bay Area, etc. and combine with Camps, Fish Fry Ideas, Recipes, etc.

(g) Action: Enhance the use of Parker Plaza, parking areas, and other sites (Festival Grounds, Farmer's Market) to include concerts, Kids Days, Family nights, and youth demonstrations including karate, dance, BMX, gymnastics, etc.

5) Work with community members and the Chamber of Commerce to incorporate the spiritual and metaphysical culture within our Community's mainstream. Make it part of our future identity while not losing sight of our past. ***Police – 1 year***

(a) Action: Establish an informal working group to further explore necessary actions.

6) Working with others, continue to expand our cultural development initiatives and enhance local arts related development. ***Planning and City Manager's Office – Ongoing***

(a) Action: Support efforts of others to attract new art exhibits and shows. Included efforts in City marketing and promotions.

(b) Action: Work with others to increase the number of public sculptures, painted recycling bins, scrap art, displays, and other streetscape amenities.

(c) Action: Encourage area Artists to find gallery space in a prominent downtown location to offer programs, exhibitions, and art sales.

(d) Action: Partner with area institutions to further develop programs and display student work at downtown galleries, buildings, skywalks and other open areas.

(e) Action: Install historical, interactive exhibits throughout town, including points of interest.

7) Building upon the regional success of area sport complexes, work with the Parks District to construct a centralized youth sports complex attracting teams from Northern California and Southern Oregon. ***Parks District, City Council, and City Manager's Office – 3 years***

(a) Action: Create a public/private committee. Identify available property and funding for the complex.

(b) Action: Expand the Park District's Sports Complexes to include youth tournaments and similar events.

(c) Action: Support efforts to construct the Ice Rink Roof and facility improvements

8) Working with hotel developers, construct an indoor water park with multiple elements for all ages which will attracting residents and tourists. ***Parks District, City Council, Planning, Public Works, and City Manager's Office – 3 years***

(a) Action: Identify available shovel ready sites; including "The Landing".

9) As part of a landmark Green Initiative, work with the past trail initiative to evaluate the potential to utilize the green corridor as a joint wetland banking resource which will allow development offsets while enhancing the City trail and green space network. ***City Council, City Planner, City Manager, and Public Works – 4 years***

(a) Action: Design Green Trail Corridors.

(b) Action: Integrate all trails within the City's Green Space Corridor with the goal of "All residents living within 4 blocks of the Green Corridor".

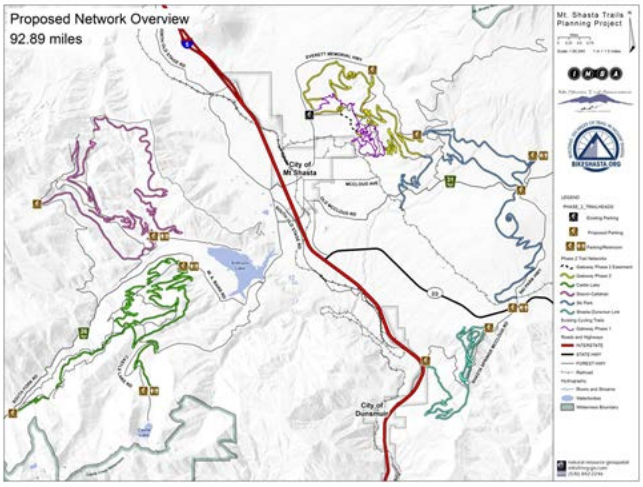
(c) Action: Add designated bike lanes connecting the existing trail system.

(d) Action: Work with all relevant agencies, hotels, restaurants, and retail outlets to promote a consistent "cycling" message

(e) Action: Plan for winter use of integrated trail system for snow shoeing and/or cross country skiing where possible.

(f) Action: Support the development of the McCloud Railroad Rail Trail. Encourage lodging facilities in Mt Shasta and McCloud to offer Rail Trail packages to stay in Mt Shasta and ride or hike the trail to McCloud and stay there.

(g) Action: Develop trail system maps and make them available online and at various locations throughout town. Redding and Ashland are good examples.



(h) Action: Assist Mt Shasta Trail Association efforts to establish a bike event center and support their 100 Miles of Trails Campaign in the Mt. Shasta area.

10) Continue unique Green Space and Public Space Developments. Public Works, Planning, And City Manager's Office – ***3 years***

(a) Action: Install outdoor chess tables, simple steel elliptical equipment, circuit training equipment, etc.

(b) Action: Consider use of the north eastern portion of "The Landing" property to develop a City operated recreational facility which includes an RV park, tent camping, cabins (for winter and summer use), trails that connect to town and Siskiyou lake, an amphitheater, pool access, ball park, and etcetera. It has obvious summer use, but could also be used in the winter by RVs and those staying in the cabins. The cabins could be built on the east side of Mt Shasta Boulevard and could be individually owned and then rented as vacation rentals. It would also be a good launching point for those going to the Ski Park and a shuttle service could be created.

11) Implement a "bike patrol and foot patrol" through the Police Department (as resources permit and need requires.) ***Police - 6 months***

(a) Action: Establish the schedule for a trial period during the summer and fall of 2014

12) Working with others, encourage the establishment of a hospitality association or similar group to enhance our visitor's experience. ***City Council and City Manager's Office – 1 year.***

(a) Action: Meet with relevant business owners and the Chamber to discuss further.

(b) Action: Develop an outreach program to encourage businesses in our community to enhance facilities for the Accessibility Community.

(c) Action: Working with training partners, such as the Chamber of Commerce, College of the Siskiyous, and businesses; create education program to improve the value of and implementation of customer service across the board in an effort to improve resident and visitor customer service experience.

13) Position Mt. Shasta as a premier walk/cycle community. ***City Planner and City Manager's Office – 2 years***

(a) Action: Continue walkability enhancements, including urban design, connectivity, green space, and unique amenities.

(b) Action: Update and market walking map to include the new trail system.

(c) Action: Require all relevant Capital Improvement Projects (CIP) and any Request for City Council Action to include a commitment to pedestrian and trail connections.

(d) Action: Evaluate the necessity of updating Bicycle, Pedestrian, Trails Master Plan to maximize funding opportunities

(e) Action: Ensure connectivity to regional walkable/bikeable resources outside of the City Limits (Gateway trail, Lake Siskiyou trail, Bear trail, etc.).

(f) Action: Enhance trailhead access and "way finding" system for walkable/bikeable resources.

(g) Action: Work with others, including the Tourism Board, to evaluate the possibility of electric and/or pedal taxis in the Downtown.

(h) Action: Review roadway improvement projects to ensure they facilitate walkability.

14) Enhance Mt. Shasta's global understanding and recognition – ***City Council, City Manager's Office, All Departments – 3 years***

(a) Action: Analyze the benefits of forming a Sister City relationship.

(b) Action: Consider the formation of a City Council appointed Sister City Board.

(c) Action: Build connections with foreign tour agencies, currently bringing visitors to Mt. Shasta, in an effort to enhance and occasionally formalize our relations.

(d) Action: Work with Mt. Shasta High School and service clubs to erect flag poles bearing flags of current and past foreign exchange students adjacent to the school on Everett Memorial Drive.

Strategic Focus III - Enhance Public/Private Partnerships

1) **Working with others, help establish a Performing Arts Center in Mt. Shasta.** ***City Council and City Manager's Office – 3 years***

   (a) Action: Actively participate with existing committees and specially formed committee's to explore the feasibility of various locations, (including potential City sites) costs, funding, size, and type of facility. Help ensure this includes outdoor as well as indoor venues. Work with parks district to fund construction of an outdoor venue at Shastice Park

2) **Establish a City-wide Resident Health and Well Being Initiative.** ***City Manager's Office – 1 year.***

   (a) Action: Partner with the Hospital and others to develop, lead, and encourage healthy living strategies

3) **Work with Child Care Councils to ensure adequate Pre-School Opportunities.** ***Human Resources – 1 year.***

   (a) Action: Identify and meet with partners. Underscore City support.

4) **Create and implement a new Downtown Welcome Team with private volunteers.** ***Police – 1 year.***

   (a) Action: Develop goals, duties, job descriptions and funding sources and recruit potential Ambassadors from diverse residents. Continue to recruit volunteers from identified groups on an ongoing basis.

5) **Work with the California Film Commission, California Film & Television Tax Credit Program, and the Chamber of Commerce to attract the Film Industry to our area utilizing our unique downtown, beautiful scenery, and open spaces. City Council and City Manager's Office – 2 years**

   (a) Action: Develop and implement routine communications with the California Film Commission.

6) **Encourage resident engagement in the community.** ***City Council and All Departments – 2 years.***

   (a) Action: Council, staff, volunteers, and partners will enhance existing opportunities and develop new programs to engage the community in local government and community volunteerism.

   (b) Action: The Mayor and Council will ask/challenge residents to pledge to volunteer 40 hours of service which may include, children's reading programs, snow shoveling, litter clean-up, and gardening in the public right-of-way.

(c) Action: Consider working with the Beautification Committee to support neighborhood specific beautification awards.

(d) Action: Establish an Annual Volunteer of the Year Award

(e) Action: Add a Volunteer Organizations Tab on the City Website

7) Enhance Council Member, City staff, and volunteer engagement with residents and businesses. ***City Council and All Departments - 1 year.***

(a) Action: Include Council Members in Business Retention and Expansion (BRE) visits

(b) Action: Create a Speakers Bureau of Council Members and City staff to be available to speak to various community organizations upon request.

(c) Action: Establish additional opportunities and incentives for our City staff and volunteers to actively volunteer in the community.

(d) Action: Create a school/city committee to explore ways with which City staff and volunteers can engage the students and teachers. Encourage key staff members to present to students at all area schools regarding leadership, career development, and City responsibilities.

8) Create opportunities to partner with the new Young Professionals (YP) Group. ***City Council and City Manager's Office – 2 years***

(a) Action: Continue the partnership promoting the new YP Group.

(b) Action: Consider helping the YP establish and funding a five year "Entrepreneurial Incentive Program."

9) Continue efforts to eliminate and prevent homelessness. City Council, City Manager's Office, and Planning– ***1 year***

(a) Action: Partner with local service agencies to collaboratively plan a system to work toward eliminating and preventing homelessness. Consider the development of shelters, locker storage, food outlets, sanitation alternatives, and counseling programs. Consider labor options for these forms of assistance.

10) Work with College of the Siskiyous and Mt. Shasta Schools to create community projects for students. ***City Manager's Office and Planner -2 years***

(a) Action: Work with Academic staff to incorporate real-life class projects that focus on designing and developing mini parks with public art or interpretive/historical displays; or building re-use projects; or viable business options for Mt Shasta. Utilize the students' developing talent to enhance the City; possibly making it a contest or offering prizes.

11) **Work with the Chamber of Commerce, businesses, others agencies and schools to create internships and public service opportunities.** ***City Manager's Office – 2 years.***

    (a) Action: Establish Ad-Hoc working group to identify local opportunities.

12) **Work with partner public agencies to maximize cost savings through shared purchasing and the sharing of equipment.** ***Finance and Public Works – 1 year.***

    (a) Action: Develop Ad-Hoc working groups of area finance directors to brainstorm opportunities.

Strategic Focus IV - Grow Mt. Shasta Pride and Quality

1) **Enhance our overall community appeal and charm and build upon our beautiful natural environment.** ***City Council, Public Works, and all Departments – 3 years***

   (a) Action: Embrace and invest in our Beautification Advisory Committee and Downtown Enhancement Advisory Committee.

   (b) Action: Plan a major overhaul of the downtown; including streets, sidewalks, traffic calming, signals, way finding signage, etc.

   (c) Action: Increase involvement from the community, such as adopt public areas, etc.

   (d) Action: Work with the Tree Groups in the downtown and other targeted areas.

   (e) Action: Consider the use of new Design Elements within the zoning ordinance revisions.

   (f) Action: Establish Art work or a Mural on the wall behind Parker Plaza.

   (g) Action: Working with the Chamber of Commerce and the Downtown Enhancement Committee, or the YP; develop a Promotional Video contest on YouTube with cash awards of $1,500, $750, $250.

   (h) Action: Coordinate two annual Clean-up days/events. Work with the Rivers Group, Beautification Committee, Garden Club, etc., to encourage the clean-up of area water ways, the sprucing up of yards, and landscaping; including the possibility of a late spring/early summer Beautification Award Program with ribbons and certificates from the nurseries.

   (i) Action: Coordinate an annual June Community Garage Sale.

   (j) Action: Explore opportunities for matching funds to encourage rehabilitation of deteriorating buildings and businesses.

   (k) Action: Consider uniform work shirts for Public Works employees. Frequently in the public eye, our staff represents the image of the City. Uniform shirts help them to be more identifiable to residents and tourists.

2) **Work with our City staff, volunteers, and community members to enhance our overall sense of ownership of all things Mt. Shasta, improve our community character, and to actively promote our City.** ***City Council, City Manager's Office, and All Departments – 3 years.***

(a) Action: Empower all members of our community, including our coworkers and volunteers, to "dream big", take ownership of their City, and share their ideas within the City. Create a forum for suggestions to the City.

(b) Action: Work to enhance City employee engagement and customer service as City employees have the important potential to be positive community ambassadors. Enhance staff and volunteer training regarding customer service expectations. Provide staff and volunteers with updated information in order to promote City actions.

3) Continue to empower our coworkers and volunteers, set clear expectations, allow risk, and recognize their achievements. ***City Manager's Office, and All Departments – Ongoing***

(a) Action: Encourage and enhance communications between Department Directors, staff and volunteers regarding projects and efforts desired by coworkers. Council and leadership provide more spontaneous positive recognition. All coworkers will help enhance self-pride in services and projects provided by City staff and volunteers.

(b) Action: Develop a forum (or environment) where "brilliant ideas" from our coworkers, volunteers, and the community can be brought forth to the City.

(c) Action: Continue to rely upon the City Council adopted Councilmember Protocols to ensure quality interactions and engagement.

4) Enhance existing entry signage and create entry signage at major traffic entry points into the City, neighborhoods, and primary locations. ***Planning, Public Works, Fire, and City Manager's Office – 3 years***

(a) Action: Locate sites for entry signs, and design and build signs.

(b) Action: Investigate funding for interactive electronic signs for marketing at the City Hall Plaza. Coordinate with the Police and Fire Departments for Public Safety messages.

5) Significantly increase youth involvement in all aspects of the City. ***City Council, City Manager's Office, Library, and All Departments – 3 years***

(a) Action: Work with other youth organizations – schools, scouts, peer-to-peer initiatives – to encourage civic service.

(b) Action: Work with School Administration to include High School Student Leadership Representatives at quarterly City Council meetings or Coffee with Council in order to update the Council and build effective relationships. This effort works in tandem with the YP effort of engaging and retaining our young people.

6) **Establish a committee to identify funding sources to create Rail Quiet Zones.** ***City Manager's Office – 1 year***

   (a) Action: Working with other successful communities, estimate long-term costs and funding sources

7) **Partner with all local festivals to attract more visitors.** ***Planning, City Council, City Manager's Office and Parks District – 2 years***

   (a) Action: Meet with all event coordinators to identify methods to manage and market events and to determine the best location.

   (b) Action: Identify regional infrastructure resource needs to reduce the costs of hosting/producing events (such as an outdoor stage)

   (c) Action: Catalog local event resources, including availability and location of sound equipment, stages, etc.

   (d) Action: Be the catalyst for several new festivals; working with businesses and other groups to host all season events.

   (e) Action: City of Mt Shasta Fire Department and Mt Shasta Fire Protection District create a Fire Race charity fundraiser event to bring people to Mt. Shasta and promote health, safety, and fitness.

8) **Expand the use of technology to engage our residents.** ***City Council, and All Departments – 3 years***

   (a) Action: Develop a co-op technology center (see models developed in other communities).

   (b) Action: Ensure regular City department website updates for dynamic, interesting, information packed and easy-to-navigate sites. Enhance links to other sites including other recreation opportunities.

   (c) Action: Maintain and grow the technical connectivity of Library resources for all residents with a focus on bridging the digital divide.

   (d) Action: Enhance Council Meeting technology offerings.

   (e) Action: Make it easier for customers to submit applications, receive burn permits, make payments, get business licenses, etc., online.

9) **Redesign and implement our city logo.** ***City Manager's Office and Leadership Team – 6 months***

   (a) Action: Establish an informal team to explore the parameters.

   (b) Action: Consider long-term potential theme such as "grow" as the Mt. Shasta brand with specific training for key city employees. Mt. Shasta is a place where families grow, the proposed branding word, and businesses thrive, the strategic position.

(c) Action: Work with other agencies to develop a complimentary tourism branding initiative that attracts people to visit Mt. Shasta and South Siskiyou County with the intention to eventually expand to all of Siskiyou County.

10) Develop a marketing and social media plan that enhances resident and visitor engagement. *City Manager's Office – Ongoing*

(a) Action: Identify and effectively exploit the most appropriate mediums for the promotional message: website, public radio, new Mt. Shasta "app", Pinterest, bus ads, radio, Facebook, Twitter, online newsletters.

(b) Action: Develop and implement a new monthly e-newsletter.

(c) Action: Utilize YouTube and Public Access TV to focus on city services. Add and promote outdoor adventure and outdoor sport videos developed by local enthusiasts.

Time to jump into action...