



CITY COUNCIL STRATEGIC PLAN

2019-2023

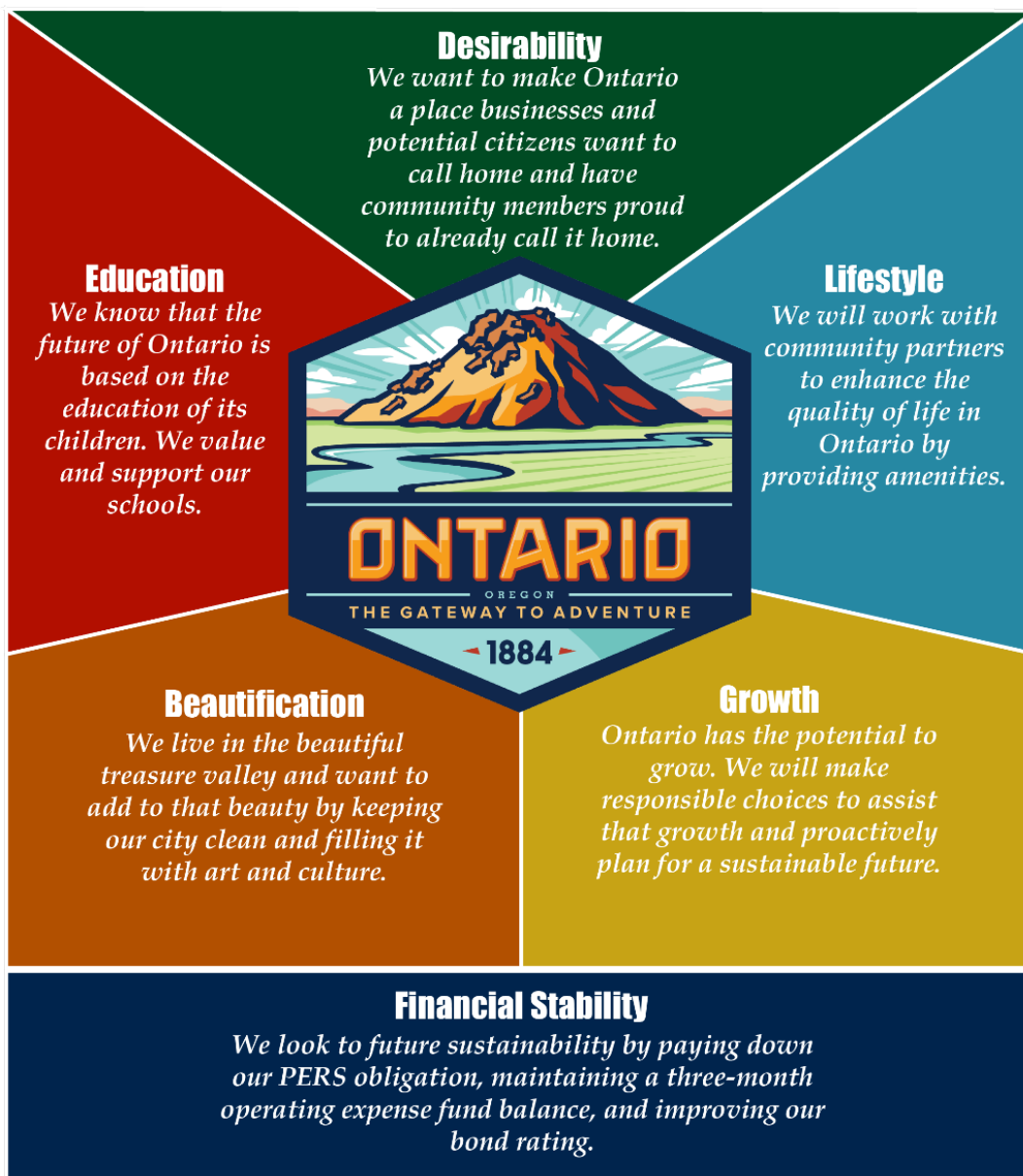


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The City Council Strategic Plan was developed in February 2019 to help achieve the city’s mission to create a healthy, safe, diverse, and prosperous city by engaging community members to develop an enriched quality of life. Five goals were developed, each with several strategies and activities within those strategies to obtain the goals. The five goals are desirability, education, lifestyle, beautification, and growth.

The plan is intended to be administered from 2019-2023 but is reviewed and changed by the Council on an annual basis during budget preparations. Staff members use the strategic plan to guide their goals and priorities during the budget year. The Council reviewed the plan for the current fiscal year on January 23, 2021 and added a sixth goal for financial stability.





We want to make Ontario a place businesses and potential citizens want to call home and have community members proud to already call it home.

Page #	Activity	Start	End	Status
Improve cleanliness in Ontario				
5	Clean Streets	Jan-19	Jun-23	Complete
6	Public Street Cleaning	Jul-21	Jun-23	Pending
7	Free Dumping	Apr-19	Jun-23	Ongoing
8	Increase Cleanup Efforts	Jul-19	Jun-23	Ongoing
9	Increase Code Enforcement	Jul-19	Jan-21	Complete
Create more things to do				
11	Splash Park	Jan-19	May-19	Complete
12	City Sponsored Activities	Jan-19	Jun-23	Ongoing
13	Promote the City	Jan-19	Jun-23	Ongoing
14	Recreation District	Jul-19	Jun-23	Ongoing
15	Trails and Gathering Places	Jan-19	Jun-23	In progress
16	Downtown Attraction	Oct-19	Jun-23	In progress
17	Tech Fair	May-21	Jun-23	In progress
18	Moore Park Christmas	Dec-19	Dec-22	Ongoing
Explore funding opportunities				
20	Department Heads	Jan-19	Jul-19	Complete
21	Grant Writers	Jan-19	Jun-23	Complete
22	Community Improvements	Jul-22	Jun-23	Pending
23	Detectives	Jul-20	Jun-23	Complete
24	Public Safety Equipment	Jul-19	Jun-23	In progress
25	Keep Employees Equipped	Jul-19	Jun-23	Ongoing

Strategy 1

Improve Cleanliness in Ontario.

Clean Streets

Strategy 1: Improve cleanliness in Ontario.

Project Status: Complete

Start Date: January 2019

End Date: June 2023

Year Suggested: 2019

Description: Increase the number of times primary routes are swept on an annual basis.

Service Impact: Increasing the number of sweeps decreases the buildup of debris on our roads and keeps the most visible roads in Ontario clean.

Person/Entity Involved:

- Jacobs (Street Division)

Resources:

- Street sweeper
- Staff

Accomplishments:

- In 2019, the Street Division of Public Works increased the number of sweeps to primary routes from three to six.



Public Street Cleaning

Strategy 1: Improve cleanliness in Ontario.

Project Status: Pending

Start Date: July 2021

End Date: June 2023

Year Suggested: 2021

Description: Service clubs and other organizations have started “plogging” which is a combination of walking/jogging and picking up litter. This activity would help organize these events and invite members of the public to participate. The city could also help to identify areas of need and provide materials.



Service Impact: This activity would identify public areas with excessive amounts of litter and provide large groups of people to help keep Ontario streets clean.

Person/Entity Involved:

- Service Clubs
- Faith Organizations

Resources Needed:

- Trash pickers
- High-visibility jackets
- Garbage bags

Accomplishments:

- Staff is identifying plogging routes.

Free Dumping

Strategy 1: Improve cleanliness in Ontario.

Project Status: Ongoing

Start Date: April 2019

End Date: June 2023

Year Suggested: 2019

Description: This would provide a free dump pass to Ontario citizens on Serve Day.

Service Impact: This activity would provide citizens with an opportunity to get rid of their waste at no cost to them. This would lead to cleaner neighborhoods.

Person/Entity Involved:

- Administration
- Ontario Sanitary Service

Resources Needed:

- Permission from Ontario Sanitary Service

Accomplishments:

- Free dump passes were provided during the 2019 Serve Day. Serve Day was cancelled in 2020 due to the pandemic, but passes were again distributed in 2021.
- Staff will advertise earlier for 2022.



Increase Cleanup Efforts

Strategy 1: Improve cleanliness in Ontario.

Project Status: Ongoing

Start Date: July 2019

End Date: June 2023

Year Suggested: 2019

Description: Increase the amount of garbage, cart, and weed cleanup.

Service Impact: This activity would focus on enforcement of ordinances regarding garbage, carts, and weeds. This would aim to clean up neighborhoods and businesses.



Person/Entity Involved:

- Code Enforcement

Resources Needed:

- Ordinance officers
- Abatement crews

Accomplishments:

- In January 2020, a second ordinance officer was hired.
- An ordinance officer left through natural attrition in 2021 and the budget committee removed the second position.
- Council created an ad hoc committee in 2021 to give recommendations regarding code enforcement in Ontario.

Increase Code Enforcement

Strategy 1: Improve cleanliness in Ontario.

Project Status: Complete

Start Date: July 2019

End Date: January 2021

Year Suggested: 2019

Description: Hire a second code enforcement officer.

Service Impact: A second code enforcement officer would increase the efforts to respond and identify code violations and gain compliance.

Person/Entity Involved:

- Code Enforcement

Resources Needed:

- Budget committee approval
- Approximately \$97,876 annually, fully burdened.

Accomplishments:

- In January 2020, a second ordinance officer was hired.
- An ordinance officer left through natural attrition in 2021 and the budget committee removed the second position in exchange for a police officer position.



Strategy 2

Create more things to do.

Splash Park

Strategy 2: Create more things to do.

Project Status: Complete

Start Date: January 2019

End Date: May 2019

Year Suggested: 2019

Description: Finish and open the Splash Park to the public.

Service Impact: The Splash Park will introduce a new amenity to the community, providing a gathering place for children and families to enjoy the warm summer months.

Person/Entity Involved:

- Admin
- Contractors
- Jacobs

Resources Needed:

- Grand opening

Accomplishments:

- The grand opening of the Ontario Splash Park took place in May 2019.
- The city partnered with the Boys and Girls Club to run the Splash Park for the first season.
- The Splash Park was handed over to the Ontario Recreation District.



City-Sponsored Activities

Strategy 2: Create more things to do.

Project Status: Ongoing

Start Date: January 2019

End Date: June 2023

Year Suggested: 2019

Description: Work with community partners to sponsor events held in the community.

Service Impact: Events give citizens more to do and bring in visitors who shop and stay local.

Person/Entity Involved:

- Council
- Admin
- Community Partners

Resources Needed:

- Budget Committee approval
- Partnerships

Accomplishments:

- The city partnered with the Chamber of Commerce to hold Airport Appreciation Day in 2019. The event was cancelled in 2020 due to the pandemic but is expected to return in 2021.
- The Budget Committee approved \$5,000 to go to the Tater-Tots Festival. The event was originally planned to take place in 2020 but was postponed to 2021.
- The city is meeting with numerous groups to organize a Tech Fair for 2022. The idea was presented at a booth during the 2021 Malheur County Fair and received feedback from the community.
- The city is sponsoring a STOL Drag at the Airport in September 2021.
- The city was approached to hold a boat sprint event at the golf course property.



Promote the City

Strategy 2: Create more things to do.

Project Status: Ongoing

Start Date: January 2019

End Date: June 2023

Year Suggested: 2019

Description: Create a brand to help promote the City of Ontario.

Service Impact: Branding creates a memorable tie to an organization.

Person/Entity Involved:

- Admin
- Trademark

Resources Needed:

- Branding
- Wayfinding signage
- Social Media

Accomplishments:

- The city received a \$20,000 grant for a branding/wayfinding study in 2019. The city awarded the bid for the study to Trademark.
- The city released its new brand in the fall of 2020. This included an updated logo, style guide, and motto “The Gateway to Adventure”.
- Banners for the new brand were hung throughout the city in Spring 2021. An additional \$117,650 is budgeted for wayfinding signage. Wayfinding signage will continue to grow as budget allows.
- The bid for wayfinding sign production and installation was awarded to ACSM Inc. in August 2021.
- The City Facebook page has garnered over 2,000 followers since its launch in 2017.



Recreation District

Strategy 2: Create more things to do.

Project Status: Ongoing

Start Date: July 2019

End Date: June 2023

Year Suggested: 2019

Description: Establish and maintain a relationship with the Recreation District.

Service Impact: With recreation services shifting to the Recreation District, it is essential to maintain good communications and a partnership with the district.

Person/Entity Involved:

- Admin
- Recreation District
- Council

Resources Needed:

- Partnerships
- Budget

Accomplishments:

- The city transferred recreation properties to the Recreation District in 2019. This includes the Aquatic Center, Skate Park, Splash Park, Tennis Courts (at Lion’s Park), and recreation office/bathrooms.
- The city loaned the Recreation District \$100,000 before their first tax revenue was received.
- In exchange for use of equipment, the Recreation District is maintaining the baseball fields at Beck-Kiwanis Park.
- The city is working with the Recreation District and Four Rivers Community School to formalize an intergovernmental agreement regarding the use of Optimist Park.



Trails and Gathering Places

Strategy 2: Create more things to do.

Project Status: In progress

Start Date: January 2019

End Date: June 2023

Year Suggested: 2019

Description: Establish trails and community gathering places. Plans include the Treasure Valley Connector Trail, North-South Trail, Tater Tots Trail, Snake River Water Trail, and North Oregon Trail.

Service Impact: Trails provide a new amenity to Ontario for free, healthy outdoor recreation. Trails also add an element of beautification to the city.



Person/Entity Involved:

- Admin
- Council
- Community Partners
- Jacobs

Resources Needed:

- Land acquisition
- Budget

Accomplishments:

- The Treasure Valley Connector Trail was opened the summer of 2020 with support from Treasure Valley Community College.
- Land for the Tater Tots Trail was acquired from Walmart in 2021 for \$10,000.
- The city is currently working with Americold and Kraft-Heinz for the remaining land acquisition for the Tater Tots Trail.
- The budget committee approved \$40,000 for the Snake River Water Trail for FY 21-22.
- The city received a grant of \$67,297 for the design of the North-South Trail. The budget committee approved an additional \$7,703 of match funds.
- A gazebo was installed at Moore Park in August 2021.

Downtown Attraction

Strategy 2: Create more things to do.

Project Status: In progress

Start Date: October 2019

End Date: June 2023

Year Suggested: 2019

Description: Create a downtown attraction. A study was conducted in 2020 by Trademark to research a possible downtown attraction. Trademark presented three tiers of options: (1) mobile parklets containing outdoor eating spaces and shade structures, (2) a unique park experience at Moore Park, and (3) an observation tower at Moore Park. Further study is taking place.



Service Impact: The purpose of the downtown attraction is to create a unique experience that will attract travelers, bring them into Ontario, and expose them to Ontario’s stores and restaurants.

Person/Entity Involved:

- Council
- Administration
- Trademark

Resources Needed:

- Budget

Accomplishments:

- Trademark was awarded a bid to study possible downtown attractions in 2019.
- Trademark’s findings were presented to Council in 2020. Their presentation included the ideas of mobile parklets, a unique park experience, and an observation tower.
- The budget committee approved another \$50,000 to further the research and design of the downtown attraction.
- Community members, Park Committee members, and staff are collaborating with Trademark on the concept and design of the attraction.

Tech Fair

Strategy 2: Create more things to do.

Project Status: In progress

Start Date: May 2021

End Date: June 2023

Year Suggested: 2019

Description: Create a second fair which focuses on current technology trends to attract younger demographics. This would include robotics, drones, video gaming, and electronics.

Service Impact: The tech fair would bring new vendors and visitors to Ontario. The event would also focus on younger demographics of the city.

Person/Entity Involved:

- Council
- Administration
- Desert Sage Event Center
- Chamber of Commerce
- Schools

Resources Needed:

- Partnerships
- Event Planning

Accomplishments:

- The kickoff meeting for the tech fair occurred in Spring 2021. Planning is underway.
- The budget committee approved \$10,000 for the Tech Fair for FY 21-22.
- A booth advertising the Tech Fair was created for the 2021 Malheur County Fair. Feedback was received from the public during the week-long event.



Moore Park Christmas

Strategy 2: Create more things to do.

Project Status: Ongoing

Start Date: December 2019

End Date: December 2022

Year Suggested: 2019

Description: Moore Park is leased to the city year-round except for December. Look for opportunities to make the park a place to be during the holidays.

Service Impact: Keeping the park active during the holidays will continue to bring shoppers downtown.

Person/Entity Involved:

- Council
- Community partners

Resources Needed:

- Partnerships

Accomplishments:

- A nativity event was held at Moore Park in December 2019.



Strategy 3

Explore funding opportunities.

Department Heads

Strategy 3: Explore funding opportunities.

Project Status: Complete

Start Date: January 2019

End Date: July 2019

Year Suggested: 2019

Description: Keep department heads and pay them what they are worth. Create a classification and compensation plan for non-represented employees which reflects more competitive wages with comparable cities.

Service Impact: Reducing turnover of department heads creates a more consistent structure of city staff and keeps talent at the city. A class and comp plan would also comply with incoming Oregon wage legislation.

Person/Entity Involved:

- Council
- Administration
- Finance

Resources Needed:

- Classification and compensation plan

Accomplishments:

- A classification and compensation plan was created in-house and passed by council in the Summer of 2019.



Grant Writers

Strategy 3: Explore funding opportunities.

Project Status: Complete

Start Date: January 2019

End Date: June 2023

Year Suggested: 2019

Description: Increase grant-writing capacity.

Service Impact: This would increase staff capacity to identify and apply for grants and provide the city with a group in Washington D.C. to work for us.

Person/Entity Involved:

- Finance
- Administration
- Merchant McIntyre

Resources Needed:

- Budget
- Grant writing organization

Accomplishments:

- Merchant McIntyre were selected as grant writers for the city in 2020. Their contract was renewed until June 30, 2022.
- The city received a \$67,297 grant for the design of the North-South Trail.



Community Improvements

Strategy 3: Explore funding opportunities.

Project Status: Pending

Start Date: July 2022

End Date: June 2023

Year Suggested: 2019

Description: Establish a \$5,000 per month fund for visible community improvements. The Council would decide which projects would be funded through the program.

Service Impact: This would provide visible improvements throughout the city at the direction of Council. Funds would be flexible and used throughout the year as needs arise.

Person/Entity Involved:

- Council
- Finance

Resources Needed:

- Budget of \$60,000

Accomplishments:

- This activity has not started.



Detectives

Strategy 3: Explore funding opportunities.

Project Status: Complete

Start Date: July 2020

End Date: June 2023

Year Suggested: 2019

Description: Hire a second detective.

Service Impact: Increasing to a second detective will improve the investigative division of the Police Department.

Person/Entity Involved:

- Police

Resources Needed:

- Organizational change
- Office space

Accomplishments:

- A second detective was hired in May 2020.



Public Safety Equipment

Strategy 3: Explore funding opportunities.

Project Status: In Progress

Start Date: July 2019

End Date: June 2023

Year Suggested: 2019

Description: Set up a public safety equipment fund.

Service Impact: This would provide a budget specific for equipment for public safety employees. Keeping equipment current will keep employees and citizens safe.

Person/Entity Involved:

- Police
- Fire
- Code Enforcement
- Finance

Resources Needed:

- Budget funding

Accomplishments:

- Chief Romero is working to establish a foundation to help funding.



Keep Employees Equipped

Strategy 3: Explore funding opportunities.

Project Status: Ongoing

Start Date: July 2019

End Date: June 2023

Year Suggested: 2019

Description: Keep public safety employees safe and equipped.

Service Impact: Keeping equipment current will keep employees and citizens safe.

Person/Entity Involved:

- Police
- Fire
- Code Enforcement
- Finance

Resources Needed:

- Ballistic shields
- Ballistic plates
- Extraction equipment

Accomplishments:

- Ballistic shields were budgeted and purchased in FY 19-20.
- Shotguns, handguns, and a tactical precision rifle budgeted and purchased in FY 20-21.
- Ballistic plates for vests were budgeted and purchased in FY 20-21.
- Extraction equipment was budgeted and purchased in FY 20-21.
- Five patrol vehicles were budgeted and purchased in FY 19-20.
- A supervisor was budgeted and purchased in FY 20-21.
- A patrol vehicle was budgeted for FY 21-22.
- A ladder truck and rescue unit were budgeted for FY 21-22.
- Chief Leighton presented the Regional Training Facility to the City Council in 2021.





We know that the future of Ontario is based on the education of its children. We value and support our schools.

Page #	Activity	Start	End	Status
Increase job placement within our community				
28	Local Graduating Students	Jul-21	Jun-23	In progress
29	Employer Needs	Jul-20	Jun-23	In progress
30	Projected Industries	Jan-21	Jun-23	In progress
31	Water and Wastewater Class	Jan-19	Jun-23	On hold
Give students civic opportunities				
33	Youth Involvement	Jul-22	Jun-23	In progress
34	Youth Advisory Committee	Jan-21	Jun-23	In progress
35	Local Government Curriculum	Jul-21	Jun-23	In progress
Strengthen our relationships with our schools				
37	School Bonds	Jan-19	May-19	Complete
38	School Partnerships	Jan-19	Jun-23	Ongoing
39	Community Strategic Plan	Jan-19	Jun-23	On hold

Strategy 1

**Increase job placement within our
community.**

Local Graduating Students

Strategy 1: Increase job placement within our community.

Project Status: In progress

Start Date: July 2021

End Date: June 2023

Year Suggested: 2019

Description: Meet with schools, businesses, healthcare, law enforcement and employment professionals to outline how to better prepare students for careers after school.

Service Impact: Provides graduating students with employment opportunities after graduating.

Person/Entity Involved:

- Council
- Treasure Valley Community College
- Ontario High School
- Four Rivers Community School
- Kraft-Heinz
- Worksource Oregon
- St. Alphonsus
- Valley Family Health Care

Resources Needed:

- Partnerships

Accomplishments:

- City officials met with Kraft-Heinz talent recruiters to discuss needs of employers and graduating students.



Local Employer Needs

Strategy 1: Increase job placement within our community.

Project Status: In Progress

Start Date: July 2020

End Date: June 2023

Year Suggested: 2019

Description: Speak to local employers to assess needs. Utilize the “Boots on the Ground” meetings with SBDC, SREDA, Business Oregon, Chamber of Commerce, etc.

Service Impact: Takes the pulse on business needs in the community and how the city can help.

Person/Entity Involved:

- Administration
- Small Business Development Center
- Snake River Economic Development Alliance
- Business Oregon
- Chamber of Commerce
- Malheur County Economic Development
- Worksource Oregon

Resources Needed:

- Partnerships

Accomplishments:

- The Boots on the Ground team began meeting every two weeks at the beginning of the pandemic to help identify business needs.
- The city provided a utility forgiveness program for businesses affected by the pandemic.
- The city purchased and provided restaurants with outdoor tents and heaters to accommodate state restrictions during the pandemic.



Projected Industries

Strategy 1: Increase job placement within our community.

Project Status: In Progress

Start Date: January 2021

End Date: June 2023

Year Suggested: 2019

Description: Identify future projected industries.

Service Impact: Provides target information for economic development and education opportunities.

Person/Entity Involved:

- Council
- SREDA
- Treasure Valley Community College
- Ontario High School
- Four Rivers Community School
- Kraft-Heinz
- Local employers
- Worksource Oregon

Resources Needed:

- Partnerships

Accomplishments:

- SREDA is currently researching and will discuss a target market analysis soon.



Water and Wastewater Course

Strategy 1: Increase job placement within our community.

Project Status: On hold

Start Date: January 2019

End Date: June 2023

Year Suggested: 2019

Description: Create a Water/Wastewater course at Treasure Valley Community College.

Service Impact: Provide education opportunities for students interested in public works.

Person/Entity Involved:

- Jacobs
- Treasure Valley Community College

Resources Needed:

- Partnerships

Accomplishments:

- Cliff Leeper, former Public Works Director, spoke with Treasure Valley Community College about this concept and received positive feedback. This has not been revisited since his retirement.



Strategy 2

Give students civic opportunities.

Youth Involvement

Strategy 2: Give students civic opportunities.

Project Status: On hold

Start Date: July 2022

End Date: June 2023

Year Suggested: 2019

Description: Get youth involved in government.

Service Impact: Youth engagement in government provides positive experiences and opportunities for students.

Person/Entity Involved:

- Council
- Four Rivers Community School
- 8-C School District
- Treasure Valley Community College

Resources Needed:

- Partnerships

Accomplishments:

- City staff have contacted superintendents from Four Rivers Community School and 8C School District. A follow up meeting will take place in September.



Youth Advisory Committee

Strategy 2: Give students civic opportunities.

Project Status: In progress

Start Date: January 2021

End Date: June 2023

Year Suggested: 2019

Description: Restart the Youth Advisory Committee and put members on other committees as ex-officio members.

Service Impact: Youth engagement in government provides positive experiences and opportunities for students.

Person/Entity Involved:

- Council
- Four Rivers Community School
- 8-C School District
- Homeschool students

Resources Needed:

- Committee members
- Council member
- School partnerships

Accomplishments:

- Council was approached for more feedback regarding this activity in June 2021. Council responded by suggesting that the activity be a mix of the Youth Advisory Committee and ex-officio membership for different committees.
- City staff have contacted superintendents from Four Rivers Community School and 8C School District. A follow up meeting will take place in September.



Local Government Curriculum

Strategy 2: Give students civic opportunities.

Project Status: In progress

Start Date: July 2021

End Date: June 2023

Year Suggested: 2019

Description: Connect with government teachers to assist with local government curriculum. This would include offering guest speakers and visits to City Hall.

Service Impact: Youth engagement in government provides positive experiences and opportunities for students.

Person/Entity Involved:

- Council
- Four Rivers Community School
- 8-C School District

Resources Needed:

- School partnerships

Accomplishments:

- City staff have contacted superintendents from Four Rivers Community School and 8C School District. A follow up meeting will take place in September.



Strategy 3

Strengthen our relationships with our schools.

School Bonds

Strategy 3: Strengthen our relationships with schools.

Project Status: Complete

Start Date: January 2019

End Date: May 2019

Year Suggested: 2019

Description: Pass a resolution in support of the 2019 8C School District bond request.

Service Impact: The proposed bond would benefit children in Ontario and provide much needed facility maintenance and repairs across the district.

Person/Entity Involved:

- Council

Resources Needed:

- Council approval.

Accomplishments:

- Council passed the resolution in 2019; however, the measure did not pass.



School Partnerships

Strategy 3: Strengthen our relationships with schools.

Project Status: Ongoing

Start Date: January 2019

End Date: June 2023

Year Suggested: 2019

Description: Establish and maintain a relationship with our schools.

Service Impact: Partnerships with our schools will provide many opportunities.

Person/Entity Involved:

- Council
- 8-C School District
- Four Rivers Community School
- Treasure Valley Community College
- Malheur County Education Service District
- Poverty 2 Prosperity

Resources Needed:

- Partnerships

Accomplishments:

- The city worked to extend sewer lines and fiber to the TVCC Aviation Program at the airport.
- The city also partnered with TVCC to install the Treasure Valley Connector Trail.
- The city partnered with Four Rivers Community School to fund the tennis court rehabilitation at Beck-Kiwanis Park.
- The city partnered with Four Rivers Community School and 8-C School District on the Complete Count Committee in 2020.
- The city works with TVCC's Small Business Development Center as part of the Boots on the Ground group.
- Ontario Police Department employs two school resource officers for the Ontario High School and Middle School.
- Public safety officials worked with Ontario High School to create a grad ceremony safety plan in 2020.



Community Strategic Plan

Strategy 3: Strengthen our relationships with schools.

Project Status: On hold

Start Date: January 2019

End Date: June 2023

Year Suggested: 2019

Description: Utilize the community strategic plan.

Service Impact: Creates a shared vision across multiple industries in Ontario.

Person/Entity Involved:

- Administration
- Community Strategic Plan partners

Resources Needed:

- Participation from community partners

Accomplishments:

- The Community Strategic Plan group has not met since 2019.





We will work with community partners to enhance the quality of life in Ontario by providing amenities.

Page #	Activity	Start	End	Status
Create more amenities				
42	Downtown Seating	Jul-19	Oct-19	Complete
43	Lions Park Shelter	Jul-19	Dec-19	Complete
44	Dog Parks	Jul-19	Dec-21	Ongoing
45	Downtown Gazebo	Jan-21	Aug-21	Complete
46	Plant Trees	Apr-20	Jun-23	In progress
47	Beck Park Bathroom	Jul-19	Jun-22	In progress
Bring more housing and affordability to Ontario				
49	Housing Incentive Program	Jul-19	Jun-23	Ongoing
50	Housing Assistance	Jul-19	Jun-23	In progress
51	Housing Options	Jul-19	Jun-23	In progress
52	Living Wage	Jul-19	Jun-23	In progress
Focus on Downtown Ontario				
54	Downtown Beautification Phase I	Jul-19	Oct-19	Complete
55	Downtown Beautification Phase II	Jul-20	Jun-22	In progress
56	Downtown Organization	Jul-19	Jun-23	Ongoing
57	Façade Grant	Jul-20	Jun-22	Ongoing
Create more things to do				
59	Playground Improvements	Jul-19	Jun-22	Ongoing
60	Trails	Jan-19	Jun-23	In progress
61	Water Trails	Jul-20	Jun-22	In progress
Internal Improvements				
63	Diversity Training	Jul-21	Jun-22	Ongoing
64	Council Exposure	Jul-19	Jun-23	Ongoing

Strategy 1

Create more amenities.

Downtown Seating

Strategy 1: Create more amenities.

Project Status: Complete

Start Date: July 2019

End Date: October 2019

Year Suggested: 2019

Description: Add more benches on South Oregon Street.

Service Impact: Provides more seating for shoppers downtown. Benches also add an element of beautification and are part of the Downtown Masterplan.

Person/Entity Involved:

- Administration
- Jacobs

Resources Needed:

- Budget for benches
- Staff for installation

Accomplishments:

- Seventeen benches were installed on South Oregon Street.



Lions Park Shelter

Strategy 1: Create more amenities.

Project Status: Complete

Start Date: July 2019

End Date: December 2019

Year Suggested: 2019

Description: This shelter replaces a shelter which collapsed during the snowstorms in the winter of 2017-2018.

Service Impact: The new shelter provides shaded seating in Lions Park and will be available to rent for events.

Person/Entity Involved:

- Jacobs

Resources Needed:

- Concrete contractor
- Staff for installation

Accomplishments:

- The replacement shelter was installed in the summer of 2020.



Dog Parks

Strategy 1: Create more amenities.

Project Status: Ongoing

Start Date: July 2019

End Date: December 2021

Year Suggested: 2019

Description: Construct dog parks in Ontario.

Service Impact: Dog parks provide designated spaces for dog owners to take their dogs for exercise and play. This is a new amenity to Ontario.

Person/Entity Involved:

- Jacobs
- The Kiwanis Club
- The Lions Club

Resources Needed:

- Fencing
- Contractor

Accomplishments:

- Ontario's first dog park was constructed at Lanterman-Kiwanis Park in 2019.
- A second dog park was constructed in Lions Park in 2020.
- The Kiwanis Club is planning to use grant funds to construct a dog park at Beck-Kiwanis Park.



Downtown Gazebo

Strategy 1: Create more amenities.

Project Status: Complete

Start Date: January 2021

End Date: August 2021

Year Suggested: 2019

Description: Construct a downtown gazebo.

Service Impact: This would provide a much-needed shade structure downtown.

Person/Entity Involved:

- Jacobs
- Community Development
- The Leboutiellier Family

Resources Needed:

- Gazebo
- Mover for gazebo structure
- Concrete contractor

Accomplishments:

- In 2021 the Leboutiellier family generously offered to donate a gazebo located at their residence. The structure was moved to the public works yard where it received treatment while awaiting installation.
- Concrete was poured at Moore Park and the gazebo was installed in August 2021.



Plant Trees

Strategy 1: Create more amenities.

Project Status: In progress

Start Date: April 2020

End Date: June 2023

Year Suggested: 2019

Description: Plant trees at Lanterman-Kiwanis Park.

Service Impact: Trees would add shade and beautification to the park.

Person/Entity Involved:

- Jacobs

Resources Needed:

- Trees
- Staff for installation

Accomplishments:

- Trees were planted in Lanterman-Kiwanis Park; however, the trees did not take well to the soil. Options are being reviewed by Jacobs.



Beck Park Bathroom

Strategy 1: Create more amenities.

Project Status: In progress

Start Date: July 2019

End Date: June 2022

Year Suggested: 2019

Description: The Beck Park bathroom has been shut down indefinitely due to vandalism. Repairs will focus on more durable plumbing and fixtures as well as repairs to the roof.

Service Impact: Park visitors must currently use portable toilets. The repaired bathrooms will provide visitors with nicer amenities that will be more resistant to vandalism.

Person/Entity Involved:

- Jacobs

Resources Needed:

- Funding for repairs.

Accomplishments:

- Security cameras were installed on the bathroom building to deter future vandalism.
- The budget committee approved \$144,000 for FY 21-22 to complete the Beck Park Bathroom repair.



Strategy 2

**Bring more housing and affordability to
Ontario.**

Housing Incentive Program

Strategy 2: Bring more housing and affordability to Ontario.

Project Status: Ongoing

Start Date: July 2019

End Date: June 2023

Year Suggested: 2019

Description: Highlight and promote the city's \$10,000 housing incentive program.

Service Impact: This program incentivizes developers and prospective homeowners to build in Ontario. This is one method to help with the housing shortage.

Person/Entity Involved:

- Council
- Administration
- Community Development

Resources Needed:

- Marketing content

Accomplishments:

- Updated flyers, graphics, and social media material were created and distributed in 2019.
- To date, the incentive program has approved 36 applicants with record numbers in 2021.



Housing Assistance

Strategy 2: Bring more housing and affordability to Ontario.

Project Status: In progress

Start Date: July 2019

End Date: June 2023

Year Suggested: 2019

Description: Fill in housing assistance

Service Impact: This activity would focus on providing low-income housing options in Ontario.

Person/Entity Involved:

- Council
- Administration
- Community Development

Resources Needed:

- Grant funds

Accomplishments:

- Obtained a permanent supportive housing pilot grant.
- NW Housing Alternatives is under construction.
- Obtained a housing code amendment grant for accessory dwelling units and new required code changes.



Housing Options

Strategy 2: Bring more housing and affordability to Ontario.

Project Status: In progress

Start Date: July 2019

End Date: June 2023

Year Suggested: 2019

Description: Build a variety of housing options.

Service Impact: This activity would focus on providing a variety of desirable housing options in Ontario.

Person/Entity Involved:

- Council
- Administration
- Community Development

Resources Needed:

- Partnerships

Accomplishments:

- The city facilitated the development of a 10-unit subdivision.
- Facilitated the development of a 20-unit subdivision.
- Two large multi-unit housing developments have been initiated.
- Facilitated the development of a 35-unit subdivision for 55 and older residents.



Living Wage

Strategy 2: Bring more housing and affordability to Ontario.

Project Status: In progress

Start Date: July 2019

End Date: June 2023

Year Suggested: 2019

Description: Increase the median household income (MHI).

Service Impact: N/A

Person/Entity Involved:

- Council

Resources Needed:

- MHI data

Accomplishments:

- This activity has not started.



Strategy 3

Focus on Downtown Ontario.

Downtown Beautification Phase I

Strategy 3: Focus on Downtown Ontario.

Project Status: Complete

Start Date: July 2019

End Date: October 2019

Year Suggested: 2019

Description: Install benches, bike racks, garbage cans, hanging planters, and ground planters downtown.

Service Impact: Amenities downtown provide shoppers with places to sit and beautifies the area. Trash cans also lower littering.

Person/Entity Involved:

- Administration
- Community Development
- Jacobs

Resources Needed:

- Budget for amenities.

Accomplishments:

- Benches, bike rack, garbage cans, and planters (hanging and ground) were installed on the Downtown blocks of South Oregon Street.



Downtown Beautification Phase II

Strategy 3: Focus on Downtown Ontario.

Project Status: In progress

Start Date: July 2020

End Date: June 2022

Year Suggested: 2019

Description: Install decorative lighting downtown.

Service Impact: Decorative lighting beautifies downtown, provides bright lighting for shoppers, and uses more efficient lighting.

Person/Entity Involved:

- Administration
- Community Development
- Jacobs

Resources Needed:

- Budget for amenities.

Accomplishments:

- The budget committee approved \$171,000 for downtown lighting.



Downtown Organization

Strategy 3: Focus on Downtown Ontario.

Project Status: Ongoing

Start Date: July 2019

End Date: June 2023

Year Suggested: 2019

Description: Maintain a relationship and support our downtown organization, Revitalize Ontario.

Service Impact: Maintaining a partnership with Revitalize Ontario helps the city to identify needs for our downtown area and businesses.

Person/Entity Involved:

- Administration
- Revitalize Ontario

Resources Needed:

- Representation from city staff

Accomplishments:

- The city provides staff for Revitalize Ontario meetings.
- The budget committee approved \$5,000 for the Tater Tots Festival.
- Staff gave a report on downtown projects to Revitalize Ontario in January 2021.



Façade Grant

Strategy 3: Focus on Downtown Ontario.

Project Status: Ongoing

Start Date: July 2020

End Date: June 2022

Year Suggested: 2019

Description: Replenish façade grant funding.

Service Impact: Façade grants give businesses opportunities to leverage their money for visible improvements.

Person/Entity Involved:

- Council
- Community Development

Resources Needed:

- Budget

Accomplishments:

- The budget committee approved \$25,000 for FY 20-21. Around \$19,000 has been used in 2021.
- An additional \$25,000 was approved for FY 21-22.



Strategy 4

Create more things to do.

Playground Improvements

Strategy 4: Create more things to do.

Project Status: Ongoing

Start Date: July 2019

End Date: June 2022

Year Suggested: 2019

Description: Improve playgrounds by providing matching funds to service clubs.

Service Impact: Creates more amenities for children and families to use in parks.

Person/Entity Involved:

- Parks Committee
- Jacobs
- Kiwanis Club
- Lions Club
- Rotary Club

Resources Needed:

- Budget

Accomplishments:

- The budget committee approved matching funds for service clubs in 2019.
- The Lions Club used matching funds to build a new playground in Lions Park.
- The Rotary Club used matching funds to build a walking path in Laxson Park.
- The Parks Committee and City Council approved plans for a sand volleyball court at Lanterman-Kiwanis Park.



Trails

Strategy 4: Create more things to do.

Project Status: In progress

Start Date: January 2019

End Date: June 2023

Year Suggested: 2019

Description: Establish trails and community gathering places. Plans include the Treasure Valley Connector Trail, North-South Trail, Tater Tots Trail, Snake River Water Trail, and North Oregon Trail.

Service Impact: Trails provide a new amenity to Ontario for free, healthy outdoor recreation. Trails also add an element of beautification to the city.



Person/Entity Involved:

- Admin
- Council
- Community Partners
- Jacobs

Resources Needed:

- Land acquisition
- Budget

Accomplishments:

- The Treasure Valley Connector Trail was opened the summer of 2020 with support from Treasure Valley Community College.
- Land for the Tater Tots Trail was acquired from Walmart in 2021 for \$10,000.
- The city is currently working with Americold and Kraft-Heinz for the remaining land acquisition for the Tater Tots Trail.
- The budget committee approved \$40,000 for the Snake River Water Trail for FY 21-22.
- The city received a grant of \$67,297 for the design of the North-South Trail. The budget committee approved an additional \$7,703 of match funds.

Water Trails

Strategy 4: Create more things to do.

Project Status: In progress

Start Date: July 2020

End Date: June 2022

Year Suggested: 2019

Description: Create a water trail for kayaking, paddle boarding, etc.

Service Impact: Creates more amenities for water sport enthusiasts.

Person/Entity Involved:

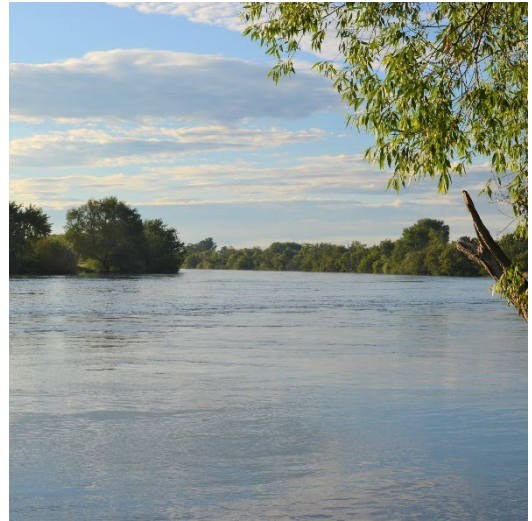
- Administration
- Jacobs
- State Parks

Resources Needed:

- Budget

Accomplishments:

- The budget committee approved \$40,000 for the water trail.
- The original site for the water trail was along the Malheur River; however, due to environmental concerns, the site has been moved to the Snake River. The approximate input is near the Water Treatment Plant and the output is at the State Park.



Strategy 5

Internal improvements.

Diversity Training

Strategy 5: Internal Improvements.

Project Status: Pending

Start Date: July 2021

End Date: June 2022

Year Suggested: 2019

Description: Educate department heads on methods of interacting with a diverse community.

Service Impact: Having a well informed and trained staff helps the city provide better services for all in our community.

Person/Entity Involved:

- Administration

Resources Needed:

- Training program

Accomplishments:

- The leadership team held a department head discussion around diversity.
- The Diversity Advisory Committee is creating training modules centered around diversity and inclusion. The plan is for the Committee to present the trainings to local businesses.



Council Exposure

Strategy 5: Internal Improvements.

Project Status: Ongoing

Start Date: July 2019

End Date: June 2023

Year Suggested: 2019

Description: Have council spend more time out in the community.

Service Impact: Council can spend more time with the electorate and represent the city at events.

Person/Entity Involved:

- Council

Resources Needed:

- Events
- Council participation

Accomplishments:

- Council members participate in events like the Kyle Petty Ride Across America and Airport Appreciation Day.
- Councilors participate in the Citizens Coalition of Ontario Community Forums.





We live in the beautiful Treasure Valley and want to add to the beauty by keeping our city clean and filling it with art and culture.

Page #	Activity	Start	End	Status
Bring more art and culture to Ontario				
67	Wrap Art	Jul-19	Sep-20	Complete
68	Murals	Jul-19	Jun-23	Ongoing
69	Freak Alley	Jul-22	Jun-23	Pending
70	Gateway Enhancement	Jul-19	Jun-23	In progress
71	Matching Entrances	Jul-21	Jun-23	In progress
72	Water Storage Murals	Jul-21	Jun-23	In progress
Improve cleanliness in Ontario				
74	Clean Streets	Jan-19	Jun-23	Complete
75	Free Dumping	Apr-19	Jun-23	Complete
76	Increase Code Enforcement	Jul-19	Jan-21	Complete
77	Stop Fine Forgiveness	Jul-19	Jan-21	Discontinued
78	Promote Public Safety	Jan-19	Jun-23	Ongoing
Create more things to do				
80	City Sponsored Activities	Jan-19	Jun-23	Ongoing

Strategy 1

Bring more art and culture to Ontario.

Wrap Art

Strategy 1: Bring more art and culture to Ontario.

Project Status: Complete

Start Date: July 2019

End Date: September 2020

Year Suggested: 2019

Description: Install wrap art on utility boxes.

Service Impact: This activity involves citizens of Ontario to beautify the city.

Person/Entity Involved:

- Revitalize Ontario

Resources Needed:

- Partnerships

Accomplishments:

- Revitalize Ontario held a contest for artwork to be placed on utility boxes.
- Artwork was installed throughout the city in 2020.



Murals

Strategy 1: Bring more art and culture to Ontario.

Project Status: Ongoing

Start Date: July 2019

End Date: June 2023

Year Suggested: 2019

Description: Create more murals in Ontario.

Service Impact: This activity involves citizens of Ontario to beautify the city.

Person/Entity Involved:

- Council

Resources Needed:

- Partnerships
- Artists
- Canvas

Accomplishments:

- Mural on Red Apple.
- Mural on Aarestad Gym.
- Mural on Vintage Rose.
- Mural at the Splash Park.



Freak Alley

Strategy 1: Bring more art and culture to Ontario.

Project Status: Pending

Start Date: July 2022

End Date: June 2023

Year Suggested: 2019

Description: Hold a “Freak Alley” type of event in Ontario which showcases murals.

Service Impact: This activity involves citizens of Ontario to beautify the city.

Person/Entity Involved:

- Council

Resources Needed:

- Partnerships

Accomplishments:

- This activity has not started.



Gateway Enhancement

Strategy 1: Bring more art and culture to Ontario.

Project Status: In progress

Start Date: July 2019

End Date: June 2023

Year Suggested: 2019

Description: Enhance the gateway to Ontario.

Service Impact: This activity beautifies the gateway of Ontario and makes it more inviting for travelers to visit and shop.

Person/Entity Involved:

- Administration
- Community Development
- Revitalize Ontario

Resources Needed:

- Funding

Accomplishments:

- Revitalize Ontario is fundraising for an archway for Historic Downtown Ontario. This will be located on East Idaho Avenue before going under the train overpass.
- The city is working with ODOT to add lighting to the Interstate 84 overpass with the Oregon Trail themed artwork. We are also discussing enhancements for the cloverleaf.



Matching Entrances

Strategy 1: Bring more art and culture to Ontario.

Project Status: In progress

Start Date: July 2021

End Date: June 2023

Year Suggested: 2019

Description: Create matching entrances at the east and west sides of the city.

Service Impact: This activity creates a consistent gateway of Ontario and makes it more inviting for travelers to visit and shop.

Person/Entity Involved:

- Administration
- Wayfinding manufacturer

Resources Needed:

- Funding

Accomplishments:

- Signage for the west entrance at Airport corner is budgeted for FY 21-22.



Water Storage Murals

Strategy 1: Bring more art and culture to Ontario.

Project Status: Pending

Start Date: July 2021

End Date: June 2023

Year Suggested: 2019

Description: Add murals on the water tower and other water storage units.

Service Impact: This activity involves citizens of Ontario to beautify the city.

Person/Entity Involved:

- Administration

Resources Needed:

- Funding
- Partnerships

Accomplishments:

- Kraft-Heinz was approached by Revitalize Ontario regarding a partnership to wrap the water tower; however, they declined.
- Councilor Melendrez met with staff the summer of 2021 to discuss possibilities.



Strategy 2

Improve Cleanliness in Ontario

Clean Streets

Strategy 2: Improve cleanliness in Ontario.

Project Status: Complete

Start Date: January 2019

End Date: June 2023

Year Suggested: 2019

Description: Increase the number of times primary routes are swept on an annual basis.

Service Impact: Increasing the number of sweeps decreases the buildup of debris on our roads and keeps the most visible roads in Ontario clean.

Person/Entity Involved:

- Jacobs (Street Division)

Resources:

- Street sweeper
- Staff

Accomplishments:

- In 2019, the Street Division of Public Works increased the number of sweeps to primary routes from three to six.



Free Dumping

Strategy 2: Improve cleanliness in Ontario.

Project Status: Ongoing

Start Date: April 2019

End Date: June 2023

Year Suggested: 2019

Description: This would provide a free dump pass to Ontario citizens on Serve Day.

Service Impact: This activity would provide citizens with an opportunity to get rid of their waste at no cost to them. This would lead to cleaner neighborhoods.

Person/Entity Involved:

- Administration
- Ontario Sanitary Service

Resources Needed:

- Permission from Ontario Sanitary Service

Accomplishments:

- Free dump passes were provided during the 2019 Serve Day. Serve Day was cancelled in 2020 due to the pandemic, but passes were again distributed in 2021.



Increase Code Enforcement

Strategy 2: Improve cleanliness in Ontario.

Project Status: Complete

Start Date: July 2019

End Date: January 2021

Year Suggested: 2019

Description: Hire a second code enforcement officer.

Service Impact: A second code enforcement officer would increase the efforts to respond and identify code violations and gain compliance.

Person/Entity Involved:

- Code Enforcement

Resources Needed:

- Budget committee approval
- Approximately \$97,876 annually, fully burdened.

Accomplishments:

- In January 2020, a second ordinance officer was hired.
- An ordinance officer left through natural attrition in 2021 and the budget committee removed the second position in exchange for a police officer position.



Stop Fine Forgiveness

Strategy 2: Improve cleanliness in Ontario.

Project Status: Discontinued

Start Date: July 2019

End Date: January 2021

Year Suggested: 2019

Description: Have zero tolerance for code enforcement fines.

Service Impact:

Person/Entity Involved:

- Code Enforcement
- Finance

Resources Needed:

- Updated policies and procedures

Accomplishments:

- This activity was not started and was discontinued by the Council in 2021.



Promote Public Safety

Strategy 2: Improve cleanliness in Ontario.

Project Status: Ongoing

Start Date: July 2019

End Date: June 2023

Year Suggested: 2019

Description: Distribute media regarding code enforcement (clean community), law enforcement, and fire prevention.

Service Impact: This creates a better-informed public regarding public safety issues.

Person/Entity Involved:

- Code Enforcement
- Fire
- Police

Resources Needed:

- Content
- Flyers
- Social media

Accomplishments:

- Education materials were published on the city website in 2019.
- The Fire Department launched a Facebook page in 2020.
- Chief Romero began “Minute with the Chief”, a continuous social media message addressing public safety topics.



Strategy 3

Create more things to do.

City-Sponsored Activities

Strategy 3: Create more things to do.

Project Status: Ongoing

Start Date: January 2019

End Date: June 2023

Year Suggested: 2019

Description: Work with community partners to sponsor events held in the community.

Service Impact: Events give citizens more to do and bring in visitors who shop and stay local.

Person/Entity Involved:

- Council
- Admin
- Community Partners

Resources Needed:

- Budget Committee approval
- Partnerships

Accomplishments:

- The city partnered with the Chamber of Commerce to hold Airport Appreciation Day in 2019. The event was cancelled in 2020 due to the pandemic but is expected to return in 2021.
- The Budget Committee approved \$5,000 to go to the Tater-Tots Festival. The event was originally planned to take place in 2020 but was postponed to 2021.
- The city is meeting with numerous groups to organize a Tech Fair for 2022. The idea was presented at a booth during the 2021 Malheur County Fair and received feedback from the community.
- The city is sponsoring a STOL Drag at the Airport in September 2021.
- The city was approached to hold a boat sprint event at the golf course property.





Ontario has the potential to grow. We will make responsible choices to assist that growth and proactively plan for a sustainable future.

Page #	Activity	Start	End	Status
Focus on the airport				
83	Airport Fiber	Jul-19	Jun-20	Complete
84	Airport Sewer	Jul-19	Jun-23	In progress
85	Hangar Leases	Apr-19	Apr-21	Complete
86	Build Hangars	Jul-19	Jun-23	In progress
87	Airport Development Plan	Jan-21	Dec-21	In progress
88	Full-Time Airport Manager	Jul-20	Jun-23	Complete
89	Co-Located Agencies	Sep-20	Jun-23	In progress
90	Promote Airport Development	Sep-20	Jun-23	In progress
91	Airport Financial Sustainability	Jan-21	Dec-21	In progress
Prepare for city expansion				
93	Replace SDCs	Jul-21	Jun-22	Pending
94	Industrial Development	Jan-21	Jun-23	Pending
95	Property Improvement	Jul-19	Jun-23	Ongoing
96	Sewer and Water Capacity	Jul-21	Jun-22	In progress
97	Utility Extension	Jul-21	Jun-22	In progress
Improve existing infrastructure				
99	Sidewalk Fill-In	Jan-20	Jun-22	In progress
100	East Idaho Underpass	Jul-22	Jun-23	Pending
101	NE 2nd Street	Jul-21	Jun-23	In progress
102	Build Up, Not Out	Jul-21	Jun-23	In progress
The business climate				
104	Grow and Retain Businesses	Jul-21	Jun-23	Pending
105	Existing Climate	Jul-21	Jun-23	Pending
106	Business Friendly Codes	Jul-21	Jun-23	Pending

Strategy 1

Focus on the airport.

Airport Fiber

Strategy 1: Focus on the airport.

Project Status: Complete

Start Date: July 2019

End Date: June 2020

Year Suggested: 2019

Description: Extend fiber services from Station 2 to the Airport.

Service Impact: This provides high-speed internet to organizations located at the airport. It also provides an amenity to incentivize future airport growth.

Person/Entity Involved:

- Airport
- Admin
- Jacobs
- Technology
- LS Networks

Resources Needed:

- Contract
- Budget

Accomplishments:

- Fiber is now available at the airport and is used by the FBO and EAA. Other organizations are expected to join.
- The FY 2021-21 budget includes engineering for utility extension at the airport. Laying fiber lines will be included with water and sewer extension plans.



Airport Sewer

Strategy 1: Focus on the airport.

Project Status: In progress

Start Date: January 2019

End Date: June 2023

Year Suggested: 2019

Description: Extend sewer lines to the Airport.

Service Impact: This provides sewer services to organizations located at the airport. It also provides an amenity to incentivize future airport growth.

Person/Entity Involved:

- Airport
- Admin
- Jacobs

Resources Needed:

- Contract
- Budget

Accomplishments:

- Sewer lines were extended to the FBO and TVCC Aviation Program.
- The budget committee approved funding for engineering to extend lines into the airport for hangar expansion.



Hangar Leases

Strategy 1: Focus on the airport.

Project Status: Complete

Start Date: July 2019

End Date: April 2021

Year Suggested: 2019

Description: Revise hangar lease.

Service Impact: The process for hangar leases takes less time to complete.

Person/Entity Involved:

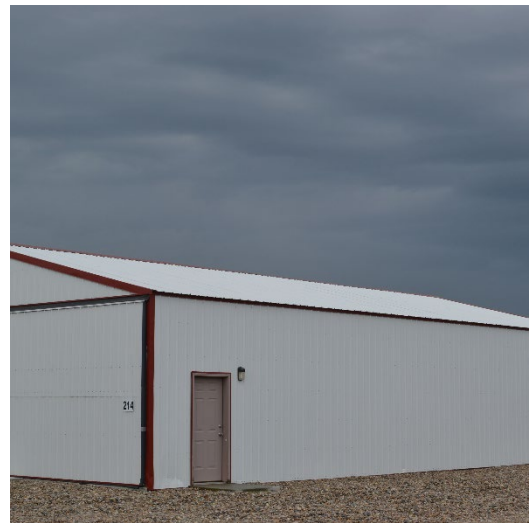
- Airport
- Admin

Resources Needed:

- Code amendment

Accomplishments:

- The process to revise hangar leases was streamlined. The Airport Committee no longer reviews leases. Leases are added to the consent agenda for City Council meetings.



Build Hangars

Strategy 1: Focus on the airport.

Project Status: In progress

Start Date: July 2019

End Date: June 2023

Year Suggested: 2019

Description: Incentivize developers to build more hangars at the airport.

Service Impact: With limited space at surrounding airports, Ontario Airport has great potential for growth. This will serve local and regional pilots.



Person/Entity Involved:

- Airport
- Community Development

Resources Needed:

- Developers
- Incentives

Accomplishments:

- Fiber lines are extended and available at the airport.
- Sewer extensions are being evaluated.
- A new taxiway is under construction.
- The Airport is working with multiple developers on hangar construction.

Airport Development Plan

Strategy 1: Focus on the airport.

Project Status: In progress

Start Date: January 2021

End Date: December 2021

Year Suggested: 2019

Description: Update the Airport Development Plan.

Service Impact: The current plan has not been updated in 16 years. Keeping plans current aids development as it is a blueprint for future projects and expansion.

Person/Entity Involved:

- Airport
- Administration
- JUB Engineering

Resources Needed:

- Budget
- Contract

Accomplishments:

- The airport received a \$200,000 grant from the Border Board to update the master plan. The budget committee approved matching funds.
- JUB Engineering was hired to do the updates. The update is now underway.



Full-Time Airport Manager

Strategy 1: Focus on the airport.

Project Status: Complete

Start Date: July 2020

End Date: June 2023

Year Suggested: 2019

Description: Move the Airport Manager position from part-time to full-time.

Service Impact: Moving this position to full-time will give the manager more time to administer the desired changes at the airport.

Person/Entity Involved:

- Airport
- Administration
- Council
- Finance

Resources Needed:

- Budget

Accomplishments:

- Services for airport maintenance were contracted out to help the manager focus on management-related job duties.
- The Airport Manager was moved from a part-time position to full-time at the approval of the Budget Committee on July 1, 2020.
- The first full-time Airport Manager recruitment resulted in a hire.



Co-Located Agencies

Strategy 1: Focus on the airport.

Project Status: In progress

Start Date: September 2020

End Date: June 2023

Year Suggested: 2019

Description: Move co-located federal agencies to the southeast corner of the airport.

Service Impact:

Person/Entity Involved:

- Airport

Resources Needed:

- Partnerships
- Capital

Accomplishments:

- The Bureau of Land Management (BLM) is providing funding for the construction of a new office.



Promote Airport Development

Strategy 1: Focus on the airport.

Project Status: In progress

Start Date: September 2020

End Date: June 2023

Year Suggested: 2019

Description: Find ways to promote growth and activity at the airport.

Service Impact: New development at the airport will bring in extra revenue and make the airport more sustainable.

Person/Entity Involved:

- Airport
- Administration
- Developers

Resources Needed:

- Grant funding

Accomplishments:

- Amenities like fiber and sewer are being extended to the airport.
- The city provides a hangar incentive program for developers which forgives the first two years of lease payments of newly constructed hangars.



Airport Financial Sustainability

Strategy 1: Focus on the airport.

Project Status: In progress

Start Date: January 2021

End Date: December 2021

Year Suggested: 2021

Description: Create a plan for a financially sustainable airport.

Service Impact: A financially sustainable airport would free up General Fund dollars for operations or other projects which are currently used to supplement the Airport Fund.

Person/Entity Involved:

- Airport
- JUB Engineering

Resources Needed:

- Airport Master Plan

Accomplishments:

- The Airport Master Plan is being developed and will include the information requested.



Strategy 2

Prepare for city expansion.

Replace SDCs

Strategy 2: Prepare for city expansion.

Project Status: Pending

Start Date: July 2021

End Date: June 2022

Year Suggested: 2019

Description: Replace system development charges (SDCs) with traffic impact fees (TIFs).

Service Impact: SDCs are limited in their availability and could drive away residential development. TIF's will be more accessible for use.

Person/Entity Involved:

- Community Development

Resources Needed:

- Ordinance to suspend SDCs and reinstate TIFs

Accomplishments:

- This activity has not started.



Industrial Development

Strategy 2: Prepare for city expansion.

Project Status: Pending

Start Date: January 2021

End Date: June 2023

Year Suggested: 2019

Description: Develop the west side of the airport as an industrial center.

Service Impact: Developing the west side of the airport would provide opportunities for new industrial development in the city.

Person/Entity Involved:

- Community Development
- Administration

Resources Needed:

- Budget
- Updated Airport Master Plan (layout plan)

Accomplishments:

- This activity has not started.



Property Improvement

Strategy 2: Prepare for city expansion.

Project Status: Ongoing

Start Date: July 2019

End Date: June 2023

Year Suggested: 2019

Description: Provide incentives for property improvement.

Service Impact: Incentives help developers and home/business owners move to build and beautify throughout the city.

Person/Entity Involved:

- Community Development
- Council
- Finance

Resources Needed:

- Funding for incentive programs

Accomplishments:

- The housing incentive program has approved 36 applicants.
- The façade grant has awarded \$19,000 to businesses.
- The budget committee approved an additional \$25,000 for façade grants.
- The budget committee approved \$25,000 for security grants.
- A hangar incentive program is available for developers to forgive the first two years of lease fees on new construction.



Sewer and Water Capacity

Strategy 2: Prepare for city expansion.

Project Status: In progress

Start Date: July 2021

End Date: June 2022

Year Suggested: 2019

Description: Increase water and sewer capacity.

Service Impact: As the city continues to grow, our capacity to provide services must be ahead of the need. Expansion of our capacity will ensure that services are available as development takes place.

Person/Entity Involved:

- Jacobs

Resources Needed:

- Water Master Plan
- Funding

Accomplishments:

- The budget committee approved 2,950,000 for water treatment plant capacity increase for FY 21-22.
- The budget committee also approved \$850,000 to upgrade the Tapadera Lift Station for FY 21-22. This station provides sewer services for the northeast part of the city which is due for expansion.



Utility Extension

Strategy 2: Prepare for city expansion.

Project Status: In progress

Start Date: July 2021

End Date: June 2022

Year Suggested: 2019

Description: Extend utilities to strategic areas.

Service Impact: Readily available utilities will incentivize developers to build.

Person/Entity Involved:

- Council
- Administration
- Community Development
- Jacobs

Resources Needed:

- Budget

Accomplishments:

- The budget committee approved \$70,000 for engineering utility extensions to the Navarette property and \$60,000 for engineering utility extensions to the Treasure Valley 200 property for FY 21-22.



Strategy 3

Improve existing infrastructure.

Sidewalk Fill-In

Strategy 3: Improve existing infrastructure.

Project Status: In progress

Start Date: January 2020

End Date: June 2022

Year Suggested: 2019

Description: Fill in missing sections of sidewalk throughout the city.

Service Impact: Creates a safer route for pedestrians, especially children walking to school.

Person/Entity Involved:

- Jacobs

Resources Needed:

- Budget
- Grants

Accomplishments:

- Jacobs received a \$358,932 grant from the Safe Routes to School program. Work will take place around Alameda Elementary, May Roberts Elementary, and Ontario Middle School.



East Idaho Underpass

Strategy 3: Improve existing infrastructure.

Project Status: Pending

Start Date: July 2022

End Date: June 2023

Year Suggested: 2019

Description: Make street repairs to the section of East Idaho Avenue under the railroad overpass.

Service Impact: Creates better driving conditions for a high-use section of road in the city.

Person/Entity Involved:

- Jacobs

Resources Needed:

- Budget
- Grants

Accomplishments:

- This activity has not started.



Northeast 2nd Street

Strategy 3: Improve existing infrastructure.

Project Status: In progress

Start Date: July 2021

End Date: June 2023

Year Suggested: 2019

Description: Make street repairs to the section of NE 2nd Street near Americold.

Service Impact: Creates better driving conditions for a high-use section of road in the city.

Person/Entity Involved:

- Jacobs

Resources Needed:

- Budget
- Grants

Accomplishments:

- Merchant McIntyre is preparing an application for an EDA grant.



Build Up, Not Out

Strategy 3: Improve existing infrastructure.

Project Status: In progress

Start Date: July 2021

End Date: June 2023

Year Suggested: 2021

Description: Work to improve existing infrastructure.

Service Impact: This will help the city maintain infrastructure and improve the quality of life throughout the city.

Person/Entity Involved:

- Jacobs
- Admin
- Community Development

Resources Needed:

- Budget
- Grants

Accomplishments:

- The city is developing a database of missing sidewalk and half-streets.
- The budget committee approved another year of crackfill and crack seal material for FY 21-22.
- The first phase of SE 2nd Street improvements was completed in 2020.
- The budget committee approved funding for SE 5th Street pedestrian improvements, SE 2nd Street improvements, East Lane rehabilitation engineering, and North Park Boulevard extension engineering for FY 21-22.



Strategy 4

The business climate.

Grow and Retain Businesses

Strategy 4: The business climate.

Project Status: Pending

Start Date: July 2021

End Date: June 2023

Year Suggested: 2021

Description: Grow and retain businesses. Find the needs and wants of local businesses and how the city can help.

Service Impact: Creating a business-friendly environment will attract and retain businesses to the area.

Person/Entity Involved:

- Partnerships
- Admin
- Community Development

Resources Needed:

- Partnerships
- Funding for programs

Accomplishments:

- In 2021, the city introduced the Security Grant Program which provides up to a \$500 match for security grant improvements.



Existing Climate

Strategy 4: The business climate.

Project Status: Pending

Start Date: July 2021

End Date: June 2023

Year Suggested: 2021

Description: Assess the existing business climate.

Service Impact: Knowing the business climate will help the city better plan how it can help Ontario's economy grow.

Person/Entity Involved:

- Partnerships
- Admin
- Community Development
- SBDC
- Chamber of Commerce
- SREDA

Resources Needed:

- Studies

Accomplishments:

- This project has not started.



Business Friendly Codes

Strategy 4: The business climate.

Project Status: Pending

Start Date: July 2021

End Date: June 2023

Year Suggested: 2021

Description: Look at city codes hindering businesses.

Service Impact: Eliminating codes which create undue hardships for businesses will help retain and attract businesses to Ontario

Person/Entity Involved:

- Partnerships
- Admin
- Community Development

Resources Needed:

- Review of city codes

Accomplishments:

- This project has not started.





We look to future sustainability by paying down our PERS obligation, maintaining a three-month operating expense fund balance, and improving our bond rating.

Page #	Activity	Start	End	Status
Become financially sustainable				
109	PERS Obligation	Jul-21	Jun-23	Ongoing
110	Public Safety Fee	Jul-21	Jun-23	Complete
111	Operating Expense Fund Balance	Jul-21	Jun-23	Ongoing
112	Bond Rating	Jul-21	Jun-23	Pending

Strategy 1

Become financially sustainable.

PERS Obligation

Strategy 1: Become financially sustainable.

Project Status: Ongoing

Start Date: July 2021

End Date: June 2023

Year Suggested: 2021

Description: Pay down the city's PERS obligation.

Service Impact: Paying down the city's PERS obligation will free up funds annually for operating expenses. This will allow the city to provide more services.

Person/Entity Involved:

- Council
- Admin
- Finance

Resources Needed:

- Budget

Accomplishments:

- The budget committee approved \$2,148,689 to pay down the PERS obligation in FY 21-22.



Public Safety Fee

Strategy 1: Become financially sustainable.

Project Status: Complete

Start Date: July 2021

End Date: June 2023

Year Suggested: 2021

Description: Remove the public safety fee.

Service Impact: Removing this fee from the citizens' monthly bill will help with their economic burden.

Person/Entity Involved:

- Council
- Police
- Finance

Resources Needed:

- Budget

Accomplishments:

- The budget committee approved for the public safety fee to be removed for FY 21-22.



Operating Expense Fund Balance

Strategy 1: Become financially sustainable.

Project Status: Ongoing

Start Date: July 2021

End Date: June 2023

Year Suggested: 2021

Description: Maintain a three-month operating expense fund balance.

Service Impact: Maintaining this fund balance prepares the city financially for unforeseen economic hardship.

Person/Entity Involved:

- Council
- Admin
- Finance

Resources Needed:

- Budget

Accomplishments:

- The city currently maintains a three-month operating expense fund balance.



Bond Rating

Strategy 1: Become financially sustainable.

Project Status: Pending

Start Date: July 2021

End Date: June 2023

Year Suggested: 2021

Description: Improve the city's bond rating.

Service Impact: The bond rating shows investors the quality and stability of the city's bonds. Improving this rating will help attract investors.

Person/Entity Involved:

- Council
- Admin
- Finance

Resources Needed:

- Debt

Accomplishments:

- This project has not started.

