

Exhibit A

Community Vision, Goals and Objectives

(an element of the Comprehensive Plan Update)



Community Vision:

Grove is America’s greatest lake community, where families flourish, and businesses and industries thrive.

By identifying the collective vision, our community hopes to ensure its sustainability and vitality for future generations. The success of the community will rely on its ability to hold fast to their dreams.

Our vision helps to identify the building block and later framework. These elements will guide our growth and development. This “Vision” will help direct concerted efforts involving both public and private partnerships to shape and mold Grove as the community progresses into the future. Our vision represents and helps to describe our community’s values, ensuring our character. The following values are what is most important to the residents of Grove:

- Lake living lifestyle –
- Fun –
- Family –
- Faith -
- Patriotism –
- Safety -
- Cleanliness –
- Environment -
- Connectivity -
- Sustainability –
- Resiliency –

“If we could first know where we are, and wither we are trending, we could better judge what to do, and how to do it.”

- Abraham Lincoln

Imagine our city over the next twenty years. We are a community that is meeting the recreational, health, safety, and welfare needs of our residents, but while providing opportunities for fulfillment, happiness, and creativity.

Our vision is to preserve our sense of community identity and pride while embracing who we are. Through strong values, goals, and objects we strive to achieve our vision.

As our city grows and transforms, our vision is based on the belief that while properly managed, growth can provide a variety of opportunities for us and for future generations, without spoiling the desirable attributes of our past. Meeting this vision will require concerted efforts involving both the public and private sectors.

“No man is an island; no man stands alone.”

- Dennis Brown

While our vision respects and seeks to continue the qualities that people value most about Grove today and into tomorrow.

- Our values encourage neighborhood design patterns which more traditional. Patterns which will provide connections between the places where we live, work and play. We recognize and embrace diversity and inclusivity. We will strive for our neighborhoods to provide a variety of housing options for people of all incomes, ages, special needs, races, cultures and household types.
- Our community will support economic opportunities by providing stable, livable wages. Grove will both enhance and maintain its role a regional hub for health, wellness and successful commerce. We will promote and seek out public and private sector opportunities to sustain and improve our economic diversity and health. We will strive to attract and support an eclectic range of businesses and industries that range from all sizes. We will continue to be good stewards of the public dollars while maintaining existing services and investments to ensure adequate funding is available when needed for expansion when needed.
- We shall preserve our community’s identity as we improve our community pride. While we recognize that the City is made up of many unique neighborhoods, districts, and places we realize and take pride in the fact that we are “America’s Greatest Lake Community.” New growth and buildings will blend in with the old. We will strive to become a cleaner, safer, and more attractive city that we are all proud of.

Key Performance Areas

The comprehensive plan update project has identified of six key performance areas. Area identify primary challenges facing the community, followed by goals and objectives to address those challenges. These key performance areas are:

- Land Use
- Community Character
- Livability
- Connectivity
- Conservation
- Vitality

Goals and objectives for achieving our vision

A goal statement is a declaration of an intentional result or outcome. Goals statements tell you where you want to be, but not you how to get there. Goals are reached in stages; piece-by-piece, bit-by-bit. Each step can be achieved through an objective. Objectives should be viewed as the work needed to reach the goal. Objectives outline the path to our goals. Goals and objectives are a critical part of problem solving. Goals and objectives are statements that help lead to future principles and policies that will be outlined within the comprehensive plan update. The following goals and objectives reflect the views of our community with respect to the important issues facing Grove and the Grand Lake area.

Land Use

- Retain and preserve the City of Grove’s small town feel and related quality of life.
 - Utilize the City’s Comprehensive Plan as a tool to guide development and decision making.
 - Ensure that new development, both residential and nonresidential, will be compatible with existing land uses in terms of use, density, building heights, scale, and offsite effects.
 - Preserve the area’s open spaces and other resources that characterize Grove’s small-town atmosphere, outdoor recreation opportunities, and make Grove a great place to live.
- Promote investment in Downtown Grove to attract and retain businesses, generate commercial and entertainment opportunities, and create vitality that attracts people.
 - Provide incentives to bring businesses to Grove.
 - Develop marketing strategies for the reuse of vacant commercial buildings.
 - Identify underutilized strategically located parcels for acquisition and redevelopment as parking facilities.
 - Establish design guidelines, such as facade criteria and building maintenance, that would ensure the compatibility of new development or redevelopment.
 - Promote the creation of business incubation opportunities.
- Provide opportunities for the redevelopment and revitalization of existing and underutilized commercial and industrial areas.
 - Create Business Improvement Districts, or other mechanisms to channel funding to security, maintenance, streetscape, marketing, parking and other measures to strengthen commercial districts.
 - Encourage and promote improvements to the community’s infrastructure to support entrepreneurial enterprises related to evolving technologies, such as high-speed internet services throughout the commuting.
 - Promote activities to enhance the quality of existing goods and services that being provided within the community.
- Ensure tourism is recognized and promoted as an industry and encourage its continuing growth and development.
 - Promote programs and initiatives that publicize the image of the City as a quality tourist destination.
 - Encourage the development of bicycle paths to encourage foot traffic into activity centers and tourist attractions. Participate in available State programs that can facilitate construction of bike-paths, particularly along primary routes between commercial centers.
 - Encourage entrepreneurial enterprises such as a variety of lodging accommodations, attractions, entertainment, restaurants, and specialty shops.
 - Encourage and promote family friendly businesses that provide recreational activities in addition to activities found at the lake.

Community Character

- Establish and maintain an attractive, distinctive image for the community based on well-maintained buildings, green spaces, and plantings.
 - Improve the appearance of the gateways leading into Grove and along its major corridors.
 - Enhance the appearance of Grove’s mature neighborhoods.
 - Encourage exemplary site and building design, construction and maintenance.

- Encourage and facilitate the transformation of the Downtown area into an attractive, inviting pedestrian oriented environment.
- Display the community's pride and patriotism by enhancing public spaces, roadways and neighborhoods through tree planting, landscaping, limited signage and other improvements.
- Maintain a positive relationship between the built environment and the natural setting.
- Improve the design quality of the streets within the community. City streets make up a significant portion of the public realm, and their design and appearance are major contributors to the character of Grove. Public streets can enhance the community's overall identity and image through thoughtful, quality design, while still maintain the community's small-town charm.
- Provide thoughtful, yet diligent enforcement of regulations related to property maintenance.
- Encourage new development that is sensitive to the character of Grove.
 - Provide different experiences throughout the community – rural, suburban, shorefront and urban character.
 - Promote a mix of housing for all household and income levels.
 - Support the development of services and activities close to where community members live.
 - Promote and encourage preservation of the history of the community and the region.
 - Grove is Grove, not Oklahoma City or Tulsa! Ensure that any new construction or re-development is consistent with the character of the community.
 - Establish and enforce design standards and guideline that are sensitive to promoting quality and context sensitivity, such as limiting the amount of metal facades within commercial districts.
- Ensure access to high quality parks, open spaces, and recreation.
 - Provide equitable distribution of neighborhood and community parks throughout the community.
 - Ensure convenient access to trails and recreational opportunities.
 - Develop an attractive and well-maintained system of multi-purpose parks, recreation, trails and open space facilities that meet the needs of the community.
 - Collaborate with other local agencies to provide opportunities for shared recreational resources that provide opportunities for residents of all ages and physical abilities, such as indoor pools and other therapeutic recreational resources.
 - Provide opportunities within the park system to bring people to the water, such as recreational beaches and boardwalks.
 - Develop a system of “showstopper” community gateways to help to provide a sense of pride and place.
 - Develop and promote volunteer opportunities within the parks, recreation, trails and open space system.

Livability

- Provide safe, quality, and affordable housing for all residents of Grove.
 - Create a greater mix of housing options in every neighborhood for all individuals and families.
 - Ensure city policies and regulations encourage a diverse range of housing options.
 - Support special and affordable housing opportunities for the elderly and other special needs populations.
 - Explore opportunities to provide incentives for developers and home builders to create quality housing that is affordable for low- and moderate-income households.
 - Create opportunities for a broad range of quality housing types and neighborhoods, such as tiny homes and cohousing neighborhoods.
 - Create opportunities for all residents to connect with each other.
 - Continue to work to build all residents' trust in local government.
- Ensure all Grove residents have safe, convenient, and affordable access to basic services and a variety of amenities.

- Improve equitable access to resources that improve quality of life, including cultural and natural amenities, health care, education, parks, recreation, nutritious food, and the arts.
- Support and provide incentives for mixed-use development and housing units located close to transit.
- Ensure neighborhoods are safe, accessible, and well-connected for all modes.
- Prioritize infrastructure improvements that allow for residents of all abilities to access and live in any neighborhood.
- Preserve and reinforce the stability and diversity of the City’s neighborhoods in order to attract and retain long-term residents and businesses and ensure the City’s residential quality and economic vitality.
 - Promote efforts that make the city more attractive to working families by improving housing options and other services that are attractive to working families.
 - Stabilize residents and businesses at risk of displacement through programs and policies that help them to stay in their existing community.
 - Promote quality jobs and quality neighborhoods to attract quality residents.
 - Provide thoughtful, yet diligent enforcement of regulations related to animal control, nuisance control and property maintenance.
- Improve equitable access to quality education and lifelong learning opportunities.
 - Support Grove Public Schools in its efforts to eliminate barriers to success and to provide high-quality education for all students regardless of their race, ethnicity, religion, gender, or economic status.
 - Improve the quality, availability and affordability of early childhood care, education, and child development services.
 - Partner with higher-education institutions to ensure residents have access to local, quality higher-education.
 - Seek out opportunities to partner or attract educational opportunities from area the region or from across the State.
 - Support transit programs that provide safe and reliable weekday access to educational opportunities.
- Foster safety, community cohesion, and an absence of community trauma.
 - Improve residents’ and workers’ perceptions of community safety and reduce crime and violence as a barrier to engaging in outdoor physical activity.

Connectivity

- Establish and maintain a balanced multi-modal transportation system that provides efficient and safe mobility that serves the current needs of the community and establishes the foundation for a transportation system that is sustainable for the future.
 - Explore multi-modal transportation solutions.
 - Explore the adaptive reuse of utility, drainage, and transportation easements, allowing for bicycle and pedestrian circulation.
 - Provide a variety of multi-modal connections between neighborhoods, parks, tourist attractions, schools, and the downtown area.
 - Adopt and implement a Complete Streets Ordinance to address all forms of transportation, including bicyclists, pedestrians, motorists, and public transportation.
 - Continue to explore opportunities and promote the expansion of the Grove Municipal Airport.
 - Explore opportunities to partner with the State of Oklahoma, Tribal Governments, Delaware County, and Grove Public Schools to help grow and improve trail systems and Safe Routes to Schools and parks programs.
 - Reduce barriers to physical activity experienced by populations with limited access to physical activity areas and safe routes for active transportation.
 - Promote equitable access to healthcare and civic facilities.
 - Develop and adopt programs and policies that improve safety and accessibility for all users.
 - Promote Grove as being a bicycle friendly community.
 - Ensure that bicycle and pedestrian facilities, necessary to meet the future needs of the community, are provided in a timely, orderly and cost-effective manner.
 - Maintain and enhance the City’s street grid pattern.

- Minimize the use of dead-end streets that funnel traffic to one location.
- Implement wayfinding signs for both vehicular and pedestrian traffic.
- Explore alternative transportation design patterns to help reduce vehicular congestion.
- Improve efficiency through monitoring traffic and updating traffic control systems.
- Plan and implement improvements to existing street and trail facilities that are presently suitable for pedestrians and bicycles and develop an expend system of pedestrian and bicycle-friendly roads and trails for Grove's future.
- Update engineering and roadway design standards to provide enhanced safety, improved street character, enhance street sign visibility, and allow for appropriate traffic volumes.
- Implement traffic calming strategies to increase pedestrian safety.
- Continue to implement ongoing transportation infrastructure maintenance and preservation programs.
- Continue to maintain a transportation improvement plan that addresses short-term and long-term needs.
- Ensure adequate lighting, while respecting light pollution conditions, for future and existing motorized and non-motorized transportation infrastructure.
- Monitor the growth patterns within the community, in order to design and construct infrastructure improvements that address long-term needs concerning growth, land use, and sustainability.
- Investigate the impacts that constructing new infrastructure has on maintenance and operations activities and costs.
- Investigate all reasonable options for financing capital, operation, and maintenance costs for transportation and develop an implementation strategy that recognizes funding realities and limitations.
- Create and apply a street classification system that works in conjunction with the Future Land Use Map.
- Develop a right-of-way dedication program that is adequate for roadway construction and other public improvements.
- Develop and implement an access management plan for major streets within the transportation system that relate to limits set by the Future Land Use Map.
- Encourage shared use parking and joint access with surrounding uses.
- Require sidewalk improvements that improve connectivity to the pedestrian infrastructure.
- Prevent pedestrian and bicyclist injuries from falls and collisions.
- Evaluate the costs and potential impacts associated with the various modes of transportation.
- Determine the purpose, time, destinations, physical improvements, and policies needed to achieve a given level-of-service and the costs and implications associated with that determination.

Conservation

- Balance community development with protecting the natural resources and aesthetics of the Grove area.
 - Encourage new development that is visually attractive and compatible with the natural beauty of the City.
 - Direct growth away from environmentally sensitive areas to save future public and private dollars spent on flood control, stormwater management, habitat restoration, erosion control, and water quality protection.
 - Maintain buffering and visual separation between developed areas and adjacent semirural areas.
 - Preserve key scenic roadways, corridors and features and protect the visual beauty and semirural character of roadsides.
 - Require the full screened trash enclosure that provide opportunities for recycling services for all new or renovated commercial, industrial and multifamily residential developments.
 - Collaborate to develop and promote a communitywide full scale recycling program.
- Maintain high standards for ensuring clean water quality.

- Encourage the conservation and protection of safe and adequate water supply areas, both above and below ground.
- Encourage natural drainage systems to maintain the natural character of ravines and waterways.
- Support efforts and programs to control pollution.
- Evaluate water sources and water and sewer capacity for the desired growth of the City. This includes ensuring that development occurs at a pace that the water resources can sustain, while reducing the potential for non-point source pollution in local waterways.

Vitality

- Ensure that Grove has a good mix of commercial, industrial, and residential development.
 - Ensure support systems are in place to help strengthen existing businesses.
 - Encourage workforce development and training program partnerships.
 - Promote the continued development of diverse housing options.
 - Foster local entrepreneurship.
 - Collaborate with Federal, Tribal, State, and other local agencies to develop a toolkit of strategies and incentives that can be used to support development in targeted areas.
- Establish and maintain housing, transportation, communication, and utility systems that support and foster quality development.
 - Coordinate the provision of supportive infrastructure in concurrence with new development.
 - Evaluate new development impacts on existing infrastructure and services to ensure adequate capacity and compensation.
 - Encourage efforts to link the region with major transportation networks.
 - Coordinate infrastructure investment strategies of government, business, and local institutions.
 - Pursue special opportunities for alternative modes of transportation that attract quality development, such as bicycle sharing and care facilities and pedestrian amenities.
- Maintain and strengthen the region's position as a tourist destination.
 - Promote existing attractions.
 - Promote a variety of additional year-round tourist attractions.
 - Focus resources on future tourism initiatives, including those identified in the community visioning process.
 - Foster enhanced recreational access to local attractions as an economic development strategy.
- Provide an adequate supply of vacant, development-ready land for commercial and industrial use.
 - Promote the redevelopment of existing vacant, underutilized, and brownfield properties.
 - Promote utilization of development-ready sites.
 - Evaluate potential commercial and industrial development sites, based on the Future Land Use Map.
 - Protect development potential of commercial and industrial sites.
 - Promote aeronautical and industrial park development at the Grove Airport.
 - Utilize techniques that help with traffic safety and address drainage problems.
 - Provide thoughtful and diligent enforcement of regulations, nuisance control, and property maintenance.
 - Evaluate opportunities and encourage development along the Highway 59 Corridor.
- Ensure that Grove will continue to be a place where all people want to live, work, and play.
 - Promote a sense of safety and belonging for all sectors of the community.
 - Identify barriers to participation in the community and access to amenities and service.
 - Continue to engage, empower, inform, and educate citizens through meaningful public participation processes that encourage community and stakeholder collaboration.

- Encourage all citizens to lead a healthy lifestyle by incorporating active and safe concepts into land use, transportation, community facilities, and parks policies and guidelines.
 - Ensure that all residents and workers have convenient access to safe and attractive places for recreation and exercise. Reduce barriers to physical activity experienced by populations with limited access.
 - Create opportunities for all residents to connect with each other.
 - Support walking and biking to school, work, and community amenities.
 - Collaborate with other local agencies to provide opportunities for shared recreational resources that reduce barriers and provide opportunities for residents of all ages and physical abilities.
 - Ensure that all residents have convenient and affordable access to spaces, events, and programs that include physical activity.
- Foster all residents' physical health and well-being.
 - Ensure that residents have the resources to be healthy and physically active.