

**CITY OF SILVERTON
CITY COUNCIL SPECIAL MEETING – GOAL SETTING SESSION - MINUTES**

Zoom Web Conference Platform

January 13, 2022 9:00 a.m.

I. OPENING CEREMONIES – Call to Order, Pledge of Allegiance & Roll Call

Mayor Palmer called the meeting to order at 9:01 am. The City Council and staff were present both in through the virtual meeting platform Zoom. The facilitators and City Manager were in person in Council Chambers. Mayor Palmer explained this meeting is being held partially through Zoom pursuant to House Bill (HB) 2560.

Present	Absent	
X	_____	Mayor Kyle Palmer
X	_____	Council President Jason Freilinger
X	_____	Jim Sears
X	_____	Jess Miller
X	_____	Dana Smith (arrived at 9:10am)
X	_____	Elvi Cuellar Sutton
X	_____	Crystal Neideigh

Staff Present:

City Manager, Ron Chandler; Chief of Police, Jim Anglemier; Community Development Director, Jason Gottgetreu; Public Works Director, Travis Sperle; Deputy City Manager/Finance Director, Kathleen Zaragoza; HR Coordinator/Assistant to the City Manager, Simone Stewart

II. DISCUSSION/ACTION ITEMS

Discussion included:

- i. CM Chandler started the discussion by covering ten 'big ticket' items of highest importance
- ii.
 1. Civic Center: debt service of \$20 million annually? to the City. The City will receive \$2,357,000 in ARPA funds intended to be put towards the new Civic Center costs. Bids for the Civic Center are due on February 23, 2022.
 2. EDA raw water line. \$1.15 million EDA grant funds and \$1.15 million in funds from City Water Fund.
 3. Water Treatment Plant upgrade to Trident Processing at \$9.5 mil. Debt service is expected to be \$650K annually for the next 20 years to come out of the water operational fund.
 4. Current water debt is \$194K annually. Balance to be paid off in 2024.
 5. ODOT is looking at a 2.2mil project to improve Water Street, 5% of cost has to be matched by the City.
 6. Screw Press Installation coming out of sewer funds, approximately \$300K to complete.
 7. Approved installation of sidewalks on Railway Road in exchange of waiving of future SDCs for a total of \$224K, which will affect the street SDC funds.

8. Current sewer bond repayments. Annual debt payments of \$827K. Final debt payments will be in 2035 and 2036.
9. Loss of Bruce Pac and impact on revenue – 5 year plan associated with that.
10. 5 year water rate structure adopted two years ago.

Mayor inquired about the cost of the Trident Project at the WWTP as higher than originally planned? The CM asked the Finance Director to clarify. The Finance Director asked the Public Works Director to clarify. Public Works Director added that the cost of the project is higher because of peripheral items needed like new piping to connect the Trident system.

- iii. Priority of City projects were ranked by Councilors as high, medium, or low and scored. Priorities were given to the facilitators and aggregated by score.

Top 7 Priorities are:

Rank	Previously Identified Goal	Score
1	Improve pavement condition of Second Street from the railroad tracks to Jefferson Street.	31
2	Work with Planning Commission to review, and if necessary, update the land development code, keeping long-term environmental impacts in mind. <i>Planning Commission recommends an audit of the Development Code, with a specific request to seek grant funding to acquire the services of a consultant or directing the City Manager to identify funds for the expense of a consultant if grants are not available. Sustainable Silverton Commission recommends that the development code be reviewed in a way that the preservation of trees has priority over other code requirements.</i>	31
3	Develop a strategy for responding to and addressing the evaluation of the structural condition of the Abiqua Dam and fish ladder, while developing a CIP for improvements.	29
4	Fund an additional permanent full-time Planner position.	29
5	Establish pedestrian connectivity between the downtown and various neighborhoods.	29
6	Improve streetscape and multi-modal connections to South Water Street - continuing the South Water Street Sidewalk Project from Johna Lane to Pioneer Drive.	27
7	Pedestrian, bicycle, and public transportation investments.	27

Discussion included:

- Councilor Smith voiced that she is disappointed that there is no priority for storm water or affordable housing.
- Councilor Freilinger agreed with Councilor Smith and commented that the City is most deficient in storm water improvement because storm water causing deficiency in our streets.
- Councilor Sears also would like to see storm water as a priority because it affects our streets which greatly impacts quality of life for citizens because streets affect transportation, deliveries of goods and services, etc. Councilor Sears would like to see streets be a priority. He also commented that ASR should be a priority because of climate warming which is lessening our water supply.
- Mayor Palmer was surprised the 5-year Capital Plan (CIP) wasn't at the top of everyone's lists, because the City doesn't do anything without it. He's surprised there isn't anything specific about affordable housing, outreach and some form of assistance for our homeless population—because that is a problem that isn't going away. He doesn't know if there's a division over whether or not it's our role to be involved, but he thinks that what we can all agree on is that it's going to get bigger and bigger, and is going to become a problem that will require us to step in at some time. He thinks it would be better to be proactive about that.
- Councilor Sutton said that a lot of the items she ranked high went through, but the ones that didn't go through that she was shocked about were Update of the Parks and Rec Master Plan (she sidelined and said they get a lot of emails, verbal and written comments and everywhere in between on the parks and rec situation) and Addressing Homelessness. She said she felt like it all runs in together, so she was ok with losing some in a 5-year plan but she wasn't ok with losing it in a 10-year plan. She felt like she got enough of what she wanted on the list, so it doesn't feel like she needs to push for too much more in a 5-year situation, but if this were a full 10-year....she said the Facilitators had said it was more ideal to do a 5-year [goal setting], so she was thinking of it as a 5-year plan. They have 7 goals. So, they still have room for 3 other goals, so in those 3 other goals they can add the others they feel strongly about. She doesn't feel like it's a situation where she doesn't get everything – it's just prioritizing. All in all, she's happy with which goals came out at the onset of this process.
- Councilor Freilinger commented that his scoring methodology was similar to the Mayor on some things, maybe going a bit further when it comes to the things that are obviously going to be happening no matter what we do—he didn't score them high because he had too many other things to do. On the staffing stuff, he didn't score it high because the reality is: all 10 projects he scored high are going to require more out of the Community Development Director. He expects that the CDD will speak up and say that he can't complete all of those things without more staff. So, he didn't put 'add [Assistant City Planner]' high on his list, knowing these things won't get done **unless** we hire a second person. So, in the interest of getting more vote in, he didn't put that in.
- Councilor Neideigh was surprised that infrastructure and deferred maintenance didn't make the list since it's so important and something she hears from citizens about often.

The facilitators commented that the reality is that some of the goals just didn't rise high enough to be added to the list but that doesn't mean that can't still be goals or be accomplished by the city council.

- Councilor Sears asked about the Transportation Systems Plan He commented that he'd like to see the budget available to be able to set the goals.
- The CM commented that deferred maintenance is important but this is a 30,000 foot view for planning and not at the ground level. If deferred maintenance were the top priority the city would budget for these items but this is an abbreviated process to get the structure of the plan. Funding will be tied to the goals once they are set.
- The Facilitators echoed the City Manager in that budget will be tied to the goals and this is an abbreviated process from a high level view. Ms. Hafner suggested a follow up meeting, when the City Council can meet in person with the Facilitators, after the goals are determined for a more detailed process.
- Councilor Sears reiterated that he would prefer to know the budget to be able to select his top priorities that are most doable.

- Councilor Freilinger agreed with Councilor Sears and added that he is aware of most of the budget available for the priorities on his list. He ranked his priorities not at the 30,000 foot view level but at the ground level instead since he took budget into account with his rankings. He did this because he didn't think the budget would be available for the items he would have prioritized at the high level view. So he went for what he thought the City could afford to do.
- Councilor Smith prioritized her goals by what seemed realistic in the next year to accomplish. So, she too, didn't rank priorities at the 30, 000 foot view level. She took into consideration limited budget versus limited human resources of city staff. She ranked her priorities by how they could be accomplished with the current city staff. She said she couldn't help but be at the ground level view. She added that there might be grants or additional funding available for future projects that would add to the available budget.
- The Facilitators commented that the seven main goals that have emerged from their study don't have to be the only goals. The former goals of the city council are still in progress. A few more goals could be added to satisfy the Councilors needing some goals regarding affordable housing, addressing homelessness, and having funds in the URA for parks. This would bring the goals up to ten from seven. The Facilitators believe that the process would be easier if the Councilors could see all of the goals at the same time in the same room and that Zoom isn't a good vehicle for this type of planning session.
- Councilor Sears said he appreciates the Facilitators' views but doesn't feel Zoom is an impediment to the process. He feels Zoom enhances the process because he has access to all of the documents via his computer at home when they are referred to in the session.
- The Facilitators explained they weren't prepared for an all virtual meeting today and planned on an in person meeting today with flip charts and other visuals for an in-person meeting. They weren't prepared to make the session optimal for a virtual meeting.
- Councilor Sears commented that the Facilitators could use the white boards in council chambers because there's a camera operator there to help with the view on screen for the Councilors.
- Councilor Freilinger agreed that a Zoom meeting is better and reliable because we don't know when the Council could meet in person. He expressed that time is of the essence and the Council needs to move forward with goals now because the City is in the budgeting process now for the next fiscal year.
- Councilor Smith agreed with Councilor Freilinger on what he just expressed.
- The Facilitators agreed to break for an hour to re-formulate a plan for today's virtual meeting format. Mayor Palmer agreed to take a break for two hours and reconvene at 12:30pm.

12:30pm

The Facilitators opened with an explanation of the afternoon session flow: The Facilitators have compiled lists of *Ongoing and New Goals* to discuss during this session. Ongoing goals are projects like the Capital improvements and the Civic Center project.; and '30,000 foot view goals' which are 'big strategy' goals that are the largest and most important goals, and *lower level objectives* under these 30,000 foot view goals to give direction for the big strategy goals.

Facilitators recommend the council perform an **annual review** of the strategic plan for these purposes:

- 1) review relevancy of goals
- 2) To make sure staff can prepare a budget that meets council needs
- 3) To adjust the action plans to allow staff to meet council expectations

Goal 1: Adopt and execute capital improvement plan:

- Address the conditions of Second Street
- Address conditions of Abiqua Dam and fish ladder
- Improve streetscape and connections to S. Water Street

Comments: Councilor Smith commented that we have to work with ODOT for S. Water Street and asked if it could be changed to "Pioneer Village" instead. Councilor Freilinger agreed. The Facilitators clarified that this feedback should be presented when discussions happen regarding the Capital Improvement Plan for this project. Councilor Sutton things S. Water Street should be left as the low level goal because it's ok that it is ODOT because it encompasses that area. Councilor Miller is OK with changing the verbiage to "Pioneer Village" but thinks the word 'conditions' should be changed to 'improvements'.

Councilor Smith would like storm water and downtown improvements should be on this list. The Facilitators commented that those might be addressed in later goals. The words *S Water Street* were changed to **Pioneer Village**.

Goal 2: Construct the Civic Center

Goal 3: Implement City's Master Plans (ie-Transportation, Water, etc.)

Comments: Councilor Smith asked if there should be more detail of priorities in this goal. The Facilitators recommend leaving this goal broad. The City Manager added that there are numerous priorities in each Master Plan, too many to detail under this goal so it's best to leave this goal broad. Council Sears would like to see 'ongoing maintenance' included in the master plans.

Goal 4: Review this plan annually during the first quarter of the year.

Newly Developed Goals (AKA: 30,000 foot view)

1. Enhance City's Ability to Properly Meet Community Development Needs

Objective 1.1 Work with Planning Commission to review and if necessary, update the comprehensive plan.

Objective 1.2 Work with Planning Commission to review and if necessary, update the development code.

Objective 1.3 Work with City Manager to ensure staffing needs are met.

Objective 1.4 Hold two joint Planning Commission/Council meetings each year.

Comments: Councilor Smith and Councilor Freilinger both said these objectives are too broad and not what the community expects the Planning Commission to act on.

Mayor Palmer disagreed and commented that these objectives need to leave room for interpretation and action on behalf of the community. Councilor Sutton agreed with Mayor Palmer and added that the community only needs this amount of information – and that the Councilors need more specific information but the community should only have these (broad) objectives. Councilor Neideigh agreed that the objectives need to remain broad so that there's room for interpretation or more information later.

2. Connectivity: strive for community-wide connectivity for all users (multi modal)

Objective 2.1 City Staff will assess connectivity deficiencies and provide the council a plan for addressing them.

Objective 2.2 Work with City manager to identify funding sources to respond to connectivity deficiencies.

Comments: Mayor Palmer pointed out that it is difficult for students to get from the North end at Hwy 214 to the schools.

Councilor Sears would like 'all types of transportation' in place of 'all users' in the goal.

Councilor Miller offered the wording 'multi modal' in place of 'all users'.

3. Address City's Housing Needs

Objective 3.1 Review Silverton 2020 Housing Needs Analysis and identify strategy for implementation.

Objective 3.2 Continue to assess the needs of Silverton's unhoused populations and work with community partners.

Comments: Councilor Smith would like to see 'multi-family housing' included as well as 'garden areas' included in this goal. Mayor Palmer would like to replace the word 'assess' with the word 'respond' – which was done by the Facilitators.

4. Appropriately utilize URA Resources and Capabilities

Objective 4.1 Assess how URA funds can best be spent to improve the Downtown Core Area.

Objective 4.2 Commit to utilize URA funds in accordance with the recommendations of the above assessment.

5. Decide the Future of Silverton Parks and Rec

Objective 5.1 Establish a deadline and follow through with putting Parks and Rec Special District on the ballot

Objective 5.2 If Parks and Rec District is created, timely develop an appropriate transition plan.

Objective 5.3 If Parks and Rec District is not created, update the City's Parks Master Plan

No comments.

All Councilors and the Mayor agreed that these goals and objectives work for them in the way they are written.

Discussion: Councilor Smith would like more detail shown for the public when these goals are published. The Facilitators answered that not publishing the details is advisable. Councilor Smith has some issue with not having the goals as detailed as they were last year. The Facilitators explained that the process is to 1) establish the goals, 2) adopt a budget for the goals and 3) staff will help create action plans after the goals are adopted. Councilor Smith wants to see the action plans prior to adopting the budget. The Facilitators clarified that it is a staff responsibility to set the action plans and for the council to adopt the goals and budget. The Facilitators asked the City Manager to comment and clarify. The City Manager agreed that goal setting needs to stay at the 30,000 foot high level view and the process is to first adopt the goals. The City Council will review the budget after the budget committee submits the budget to the City Council. The City Manager does not set the budget. Councilor Smith asked the City Manager if the Council could receive the proposed actions from the staff before getting the budget from the budget committee. Community Development Director Gottgetreu commented that it is a timing and communication issue to address – in that the approval process comes in stages, where it is understood there is more to follow once the initial goals are developed-there is direction to staff for action plans, and when the action plans are developed, the action plans are ready for final approval, taking into consideration the over-arching goals. Mayor Palmer commented that the City Manager was spot-on, and traditionally this Council has a stronger voice than that of others. The broadness of these goals, in his opinion, suits everything fine. He believes the City Manager understands the Council priorities. Councilor Freilinger commented that the budget committee will be conscious of the needs of the community when putting forth the budget. As an example he used the Safe Routes to School project taking quite a while to complete because it was not prioritized by the Council and it should have been left to city staff to move forward with it. Mayor Palmer commented that the role of the City Council is to approve the goals and budget action plan details are not needed to do this. Councilor Smith's concern is that staff would waste time creating something for City Council that the City Council doesn't need or want in order to approve projects. The City Manager said he appreciates the information given to him on how to move forward in his position. Mayor Palmer commented that staff should be able to bring forward anything the Council should consider, and that's ok. Councilor Smith reiterated that the Council should 'buy in' to anything the Staff will bring to the Council and it's a waste of time for staff to do so. Facilitators reiterated that the City Manager has said he understands how to move forward since the Council is comfortable with the current goals written up today. The Facilitators asked for any last questions or comments. Mayor Palmer thanked the Facilitators. The Facilitators thanked the Councilors for their hard work and ability to finish this process today in a brief time frame today because they do great work as Councilors.

ADJOURNMENT

Mayor Palmer adjourned the meeting at 1:31pm

Respectfully submitted by:



/s/Simone Stewart, HR Coordinator/Assistant to the City Manager