

**CITY OF SILVERTON**  
**2019-2020 CITY COUNCIL GOALS**  
**Adopted April 1, 2019**



**Mission Statement**

To provide exceptional public service that ensures safety, maintains infrastructure, preserves our unique heritage, and protects natural resources while proactively pursuing emerging opportunities to enhance our quality of life.

**Vision Statement – Vision for Silverton in 2035**

We envision a Silverton that honors its history, traditions and heritage, embraces diversity, encouraging thoughtful change while celebrating our past, present and future. Our future Silverton is a connected community with broad citizen engagement, a clear vision for the future, and a detailed plan of action to achieve it. We envision a Silverton with a strong economy and viable, locally owned businesses, carefully balancing economic growth with our continued small-town livability, quality of life and affordability. Our Silverton is guided by a comprehensive plan for our future growth, with strong leadership, meaningful public involvement, informed decisions, and agreement on our community’s key directions. We envision a Silverton that meets the basic needs of all of its residents, including quality jobs, affordable housing, accessible health care, and community safety. Education in our Silverton is a top priority for the entire community, providing our students with the best start in life, driving our community’s progress, and shaping its future.

<b>GOAL 1: Develop a 10-year Strategic Plan</b>			
	<b>Objective</b>	<b>Time Frame</b>	<b>Progress Details (Jan 1-March 31, 2020)</b>
1.1	<p>Develop a 10-year Strategic Plan that encompasses the following elements: mission, vision, organizational values, significant issues and challenges facing the organization, goals and objectives, and actions and/or strategies.</p> <p>(Note: This goal is important to the City Council, but not time urgent. Council wants to minimize the cost of completion of the strategic plan.)</p>	<p>FY 2019-2020 if time allows</p>	<ul style="list-style-type: none"> <li>• Funds budgeted for 2019-2020. Strategic plan continuation and refinement proposed as part of Sustainable City Year Program (SCYP) scope of work and work session discussion planned for October 2019. Staff is identifying alternative options for completion if SCYP staff do not select project for Spring 2019.</li> <li>• SCYP partnership will address climate action planning component of strategic plan in Winter 2019. Report planned for March 2020 work session.</li> <li>• SCYP presentation cancelled due to</li> </ul>

<b>Goal 2: Identify new means and methods for public outreach, communication and participation</b>			
	<b>Objective</b>	<b>Time Frame</b>	<b>Progress Details (Jan 1-March 31, 2020)</b>
2.1	Update city website to make more searchable and user friendly and provide an increased social media presence including use of videos to educate the public on city services and processes.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Website team held meetings to improve website presence. Staff working on adding elements to the “Stay Connected” feature on the website.</li> <li>• Communications team continues to update website and provide a social media presence. Updating website and publications with new high resolution photos.</li> <li>• Reached out to three potential local video production companies regarding educational videos for cost estimates.</li> <li>• Will be moving forward with the lowest price proposal once the social distancing guidelines are lifted.</li> </ul>
2.2	Reconvene Citizen Involvement Committee to make recommendations on the formation and support of neighborhood associations.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Assigned to Assistant to the City Manager/HR Coordinator for 2019 work plan. Work Session held with the City Council on March 18, 2019. Work Session held with the Planning Commission May 28, 2019. Further discussion planned for July 9, 2019 Planning Commission meeting with presentation to Council tentatively planned for September 9, 2019.</li> <li>• Presentation to Council of Planning Commission Resolution on September 9, 2019. Staff updated website to include neighborhood group resources</li> </ul>

			<p>and availability of group contact information. Staff will include funds for Neighbor Fair activities in the fiscal year 2020-2021 budget.</p> <ul style="list-style-type: none"> <li>• Council requested evaluation of success be included in FY 2020-2021 Goals.</li> </ul>
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**Goal 3: Maintain and improve infrastructure and facilities for current and future citizens in an efficient, sustainable, and resilient manner**  
**(Note: “Efficient manner” includes correct construction sequencing)**

	Objective	Time Frame	Progress Details (Jan 1-March 31, 2020)
3.1	<p>Continue planning for and build new Police Station within three (3) years, with plans to incorporate City Hall within eight (8) years to include:</p> <ul style="list-style-type: none"> <li>• Determine future use with public input</li> <li>• Develop construction funding plan</li> <li>• Conduct facility needs assessment for civic center/city hall</li> <li>• Consider economy of scale by developing both facilities at the same time vs separate construction</li> <li>• Hire architectural firm to create conceptual ideas up to and including final full scale all-encompassing civic building with interconnection and design</li> <li>• Develop Master Plan (City Hall/Police Station/Park)</li> <li>• Enhance section on website to inform public of progress (to include photos and graphics) and solicit ideas for redevelopment</li> </ul>	FY 2019-2020	<ul style="list-style-type: none"> <li>• Finance Director presented funding strategy to City Council on August 19, 2019 and consensus was reached to prepare an RFP for architectural services.</li> <li>• MIG presented concepts and stakeholder outreach results to the City Council on September 9, 2019. City Manager began drafting RFP for architectural services.</li> <li>• City Manager prepared draft RFP with input from staff and City Council.</li> <li>• City Council directed City Manager to wait until 2020 to issue the RFP to allow consideration of price in the selection of the architect.</li> <li>• December 16 -City Council expressed interest in additional options for conceptual sketches to be incorporated into RFP. City Manager notified City Council of opportunity for</li> </ul>

			<p>passive heating and cooling evaluation through University of Oregon. Intent will be to include at least heating evaluation for incorporation into the final design.</p> <ul style="list-style-type: none"> <li>• March 2020 – RFP’s for Architectural services received. Anticipated award in April 2020.</li> </ul>
3.2	Finalize the updated Transportation Master Plan and begin implementation.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Draft final plan in development.</li> </ul>
3.3	Perform SDC analysis for transportation, water, waste water and storm water and related rate studies as appropriate.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Complete</li> </ul>
3.4	Identify funding strategies and implement the development of infrastructure (sidewalks, bike paths, street lights, stormwater, and speed calming devices) to facilitate infill, improve safety, and connectivity between developed areas generally, with priority to safe routes to school corridors.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Staff submitted Safe Routes to Schools application for sidewalks on N. James Street.</li> <li>• \$50,000 budgeted for an unidentified sidewalk project.</li> <li>• Council approved three infill projects on May 6, 2019 which have been completed.</li> <li>• FY2020 projects on hold per Council direction August 19, 2019.</li> <li>• Circulation Plan target completion 2<sup>nd</sup> Quarter.</li> <li>• Staff reviewed the TSP project prioritization with City Council on October 28, 2019 and recommended funding two projects over the next five years that would connect island neighborhoods.</li> </ul>
3.5	Complete Old Mill Park improvements.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Bids received significantly above initial estimates.</li> <li>• Staff redesigning project in 3<sup>rd</sup> Quarter.</li> </ul>

3.6	Update street signage in compliance with MUTCD requirements.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Full audit completed in FY 2018-19. Programmatic work continues.</li> </ul>
3.7	Reconstruct McClaine Street and evaluate re-engineering of the intersection of McClaine and Westfield/C Street.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Nearing completion of 90% Design.</li> </ul>
3.8	Improve streetscape and multi-modal connections to South Water Street.	FY 2019-2020	<ul style="list-style-type: none"> <li>• In ODOT Final Design.</li> </ul>
3.9	Evaluate recommended pool facility improvements, including a slope stability study of the adjacent stream bank.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Energy Trust of Oregon Final Report completed in January 2019 including top therm saving projects to pursue.</li> <li>• City Council endorsed moving forward with one of five recommended projects; 2<sup>nd</sup> layer canvas which will be installed 2<sup>nd</sup> Quarter.</li> <li>• RFP for Slope Stability on hold due to estimated construction cost ~ \$500-750K.</li> <li>• Reevaluation with a geotech firm in progress.</li> </ul>
3.10	Improve pavement condition of Second Street from the railroad tracks to Jefferson Street.	FY 2019-2020	<ul style="list-style-type: none"> <li>• This area included in Urban Renewal Expansion March 2019.</li> <li>• City Council discussed project viability July 15, 2019; asked for cost itemization between utility systems presented September 2019.</li> <li>• Financial options presented December 16, 2019.</li> <li>• Council requested eight more scenarios.</li> </ul>
3.11	Use the Northside Addition as a focus area to create a model to assess overall improvements needed, create a cost analysis, provide funding options to move forward and use that model in other areas of Silverton.	Begin FY 2019-2020	<ul style="list-style-type: none"> <li>• No action to date. Will be assigned to City Engineer to be incorporated into work plan.</li> </ul>
3.12	Conduct public visioning process taking cost into account for determining future use of Pettit Property.	Begin FY 2019-2020	<ul style="list-style-type: none"> <li>• Staff applied for, but was not successful in obtaining a Marion</li> </ul>

			<p>County Economic Development grant for the public process.</p> <ul style="list-style-type: none"> <li>• Public visioning conducted October-December 2019 as part of Sustainable City Year Program scope of work. Final report pending and presentation to Council planned for March 2020.</li> <li>• SCYP presentation cancelled due to COVID-19.</li> </ul>
3.13	Assist the URA in developing the scope of the redevelopment of the Westfield property, including possible use as affordable housing and/or assisted living.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Staff issued Request for Proposals.</li> <li>• Staff received three proposals which will be reviewed in January and February 2020.</li> <li>• Meeting will need to be rescheduled due to COVID-19.</li> </ul>
3.14	Amend urban growth boundary and develop Master Plan for the Ike Mooney Property (Park and Fire Substation).	FY 2019-20/2020-21	<ul style="list-style-type: none"> <li>• Element of Park of Parks Master Plan.</li> <li>• Parks Master Plan on hold per City Council direction.</li> <li>• Parks Master Plan budgeted for FY 2020-2021.</li> </ul>
3.15	Begin housing needs analysis and evaluate other comprehensive plan elements needing amendment.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Staff sought bids for this work.</li> <li>• Contract signed and work underway with first meeting with AHTF August 20, 2019.</li> <li>• Draft BLI and Housing Strategies presented to Task Force August 20 and September 17, 2019.</li> <li>• Open House held on December 3, 2019 to receive public input on the housing strategies.</li> <li>• Final document prepared.</li> <li>• Adoption in process</li> </ul>
3.16	Evaluate the structural condition of the Abiqua Dam and fish ladder and develop CIP for improvements (WTP).	FY 2019-2020	<ul style="list-style-type: none"> <li>• Possible meeting of Regional Solutions to coordinate regulations and funding</li> </ul>

			<ul style="list-style-type: none"> <li>options to complete work.</li> <li>• Engineering firm selected assessment.</li> <li>• ODFW evaluating.</li> </ul>
3.17	Work with the Army Corps of Engineers to develop a plan to restore storage capacity at the Silverton Reservoir.	FY 2019-2020	<ul style="list-style-type: none"> <li>• DSL intern to complete analysis in January was not available.</li> <li>• Public Works hired a consultant to complete the analysis by June 2019 and began working on environmental permitting.</li> <li>• Final report completed August 2019.</li> <li>• Inundation map completed – capacity “need” half of what was anticipated.</li> <li>• Report to be presented to the City Council in 2020.</li> </ul>

<b>Goal 4: Implement policies and programs to maintain safety and quality of life</b>			
	<b>Objective</b>	<b>Time Frame</b>	<b>Progress Details (Jan 1-March 31, 2020)</b>
4.1	Further develop and implement strategies for affordable housing (including exploring public-private partnerships at Westfield).	FY 2019-2020	<ul style="list-style-type: none"> <li>• Homeless / Housing Task Force will continue meetings as needed.</li> <li>• City Council established the Affordable Housing Task Force January 2019 and has been meeting monthly through 2019.</li> <li>• BLI and Housing Needs Analysis final documents are prepared.</li> <li>• Adoption in process.</li> <li>• Requested funding assistance from DLCDC to implement affordable housing strategies.</li> </ul>
4.2	Consider ordinance setting out smoke-free downtown area.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Work planned for internship program winter/spring 2020 in conjunction with Willamette University.</li> </ul>

			<ul style="list-style-type: none"> <li>• Work is underway with initial presentation to Council planned for March 2020.</li> <li>• Presentation scheduled with EMC for March 2020 cancelled due to COVID-19. City intern preparing video presentation.</li> </ul>
4.3	Examine means and methods for increasing street trees in areas that lack them. Develop methods to follow up on compliance with existing landscape development standards in new developments; existing landscape development standards and consider measures to protect white oaks and heritage trees in the city limits.	FY 2019-2020	<ul style="list-style-type: none"> <li>• To be considered with future street improvements. Staff initiative of compliance with street tree ordinance.</li> <li>• Met with Oregon Department of Forestry Fall 2018. Council approved working toward Tree City USA designation application period November 2019.</li> <li>• Tree City USA application was submitted on December 10, 2019.</li> <li>• The City became a Tree City USA on February 5, 2020.</li> </ul>
4.4	Study ways with community partners to implement sustainable energy program to lesson carbon footprint and achieve energy sustainability goals.	FY 2019-2020	<ul style="list-style-type: none"> <li>• City Council accepted the Silverton Energy Plan prepared by Sustainable Silverton.</li> <li>• Staff established "Green Team."</li> <li>• City Hall and the Wastewater Treatment Plant have received Earthwise Certification through Marion County. The Water Treatment Plant and the Pool are in the queue.</li> <li>• Staff working with DOE on energy improvements at Pool.</li> <li>• Staff conducting assessment of Wastewater Treatment Facility with Ameresco.</li> <li>• Sustainable City Year Program is conducting climate action planning work.</li> </ul>

4.5	In partnership with community organizations, state agencies, and the Urban Renewal Agency, evaluate ways to enhance beautification of City's gateways.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Chamber of Commerce and Silverton High School working on refurbishing gateway signage at Silverton Road entrance into City. Silverton Garden Club working on planting improvements in partnership with Boy Scouts to delineate planting area from natural area surrounding entry signage. Work said to be completed by mid-September.</li> <li>• Exploring potential private partnership with a property owner near a gateway.</li> <li>• Some retaining wall improvements planned for Senior Cleanup Day.</li> <li>• Senior Cleanup Day cancelled due to COVID-19.</li> </ul>
4.6	Explore ways to increase high speed data options in the city by removing barriers to entry in the city code for installation of high speed wired or wireless data networks.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Nano Wireless Facilities ordinance adopted.</li> </ul>
4.7	Update parks master plan to include adding other park/recreational amenities.	FY 2019-2020	<ul style="list-style-type: none"> <li>• On hold per City Council direction.</li> <li>• Parks Master Plan updated budgeted for FY 2020-2021.</li> </ul>
4.8	Update public works standards and development code with long-term environmental impacts in mind.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Draft adjustments complete.</li> <li>• Report to Council February 2020.</li> <li>• Presentation delayed due to COVID-19.</li> </ul>
4.9	Explore the geographic expansion of transit service.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Drafting RFP for study.</li> </ul>

<b>Goal 5: Provide efficient and fiscally sound municipal services</b>			
	<b>Objective</b>	<b>Time Frame</b>	<b>Progress Details (Jan 1-March 31, 2020)</b>

5.1	Assess the practicality and feasibility of establishing a Parks and Recreation District.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Portland State University presented recommendations to the City Council at their August 5, 2019 meeting.</li> <li>• The Parks and Recreation Task Force has held several meetings to discuss the recommendations and refine the recommendation. The most recent meeting was held on 10/16/19.</li> <li>• City Council approved Resolution No. 19-39 supporting the formation of the Silver Falls Parks &amp; Recreation District at their meeting on November 4, 2019.</li> <li>• Citizen task force will delay placing the proposed district on the ballot until May 2021.</li> </ul>
5.2	Determine strategy to repay the Sewer SDC Fund for purchase of the remaining portion of the Pettit property.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Staff working on proposals for presentation to the City Council in October or November.</li> <li>• Staff to include proposal in FY 2019-2020 budget.</li> <li>• Budget includes a transfer from Sewer Debt Reserve Fund to repay the Sewer SDC Fund and appropriation was adopted at the June 17, 2019 City Council meeting.</li> <li>• Transfers have been made and SDC Fund has been repaid.</li> </ul>
5.3	Aggressively pursue funding opportunities for large scale water improvement projects (Silver Creek Raw Water Line, Water Treatment Plant upgrade and 2 MG West-side Reservoir).	FY 2019-2020	<ul style="list-style-type: none"> <li>• PW awarded Economic Development Assistance (EDA) grant for the Silver Creek Raw Water Line. Project kick-off complete. Easement evaluation complete.</li> <li>• Staff has identified a package water treatment plant that could be utilized within the existing site of city-owned</li> </ul>

			<p>property; saving the City significant funds.</p> <ul style="list-style-type: none"> <li>• Council awarded an Engineering Services Contract to Keller &amp; Assoc. December. Kickoff meeting scheduled.</li> <li>• Staff intends to discuss grant application with City Council in Summer 2020 and will apply for grant funds for an ASR feasibility study by October 15, 2020.</li> </ul>
5.4	Develop funding plan and timeline for replacement of water treatment plant #1.	FY 2019-2020	<ul style="list-style-type: none"> <li>• Scheduled for 4th Quarter.</li> </ul>