



City Council: Goal Setting
Part 1 – Sheridan City Hall
October 10, 2023 – 10am to 2pm

Presenters: Mid-Willamette Valley Council of Governments (COG) – Laura Conroy, Associate Project Manager Community Development & Planning and Scott Dadson, Executive Director.

Present: Mayor Marianne Thompson, Council President Roxie Acuff, Councilors: Lucy Hebert, Cale George, Liz Hodgins, Denny McElroy, and Jim Buckles. City Manager Heidi Bell.

Mayor opened the meeting on October 10, 2023, at 10:05 am at City Hall. She announced the purpose of the meeting is for a Council Goal Setting with the outcome to make goals for the Council to accomplish.

The facilitators from the COG introduced themselves and provided background about the COG as well as their professional backgrounds. Scott provided a summary of the purpose of the meeting and of the responsibilities of local governments.

To begin, the Council had an icebreaker session to get to know each other better.

Laura introduced the Meeting Objectives.

1. Understand goal areas.
2. Identify possible strategies.
3. Identify ways for Council to move and support goals.

Scott introduced and explained the Ground Rules.

1. Maintain a positive attitude.
2. Treat all participants with respect.
3. Contribute ideas.
4. Avoid being defensive about your own ideas. (Situational bias)
5. Be clear and brief, and don't dominate.
6. Listen as an ally to other's ideas in order to understand it.
7. Resist the temptation to put ideas in other people's mouths.
8. Ask for clarification.
9. Avoid interrupting.
10. State concerns openly.
11. Make commitments.
12. Avoid side conversations.

The Council affirmed the Ground Rules.

Laura introduced the three Goal Areas: (5 Years)

1. Community Livability
2. Safety and Resiliency
3. Revitalization and Recruitment of Downtown Businesses

There was an understanding that there is a limitation on resources of time and money. Without being laser-focused, you will not be able to achieve. The things missing are things that didn't rise to the top as a consensus item or are longer term items; more than five years.

Council engaged in an exercise where they discussed each goal area and if any strategies for any of the goal areas were missing; with the stipulation that anything added had to be done in five years or less. They discussed the additions that they proposed to the three Goal Areas and worked to narrow down the priorities with Laura.

Lunch Break at 11:50am until 12:45pm.

Revitalize and Recruit Downtown Business

- Beautification such as greenery, shrubs, plants, and trees: 5 green, 1 yellow, and 1 red
- Consider re-zoning and amend ordinances to: 7 greens
 - Accommodate new businesses
 - R-3 Rezoning
- Active code enforcement: 6 green and 1 yellow
- Solicit New Business: 6 green and 1 yellow
 - SEDCOR
- Create incentives for new businesses: 5 green and 2 yellow
 - Free Rent
 - Tax Cuts
- Continue infrastructure investment: 7 green

Safety and Resiliency

- Educate the community about Stoney Mtn. Reservoir: 7 green
- Apply for grants: 7 green
- Work towards Stoney Mtn. Reservoir with hydro and water reservoir/treatment: 7 green
- Partner with other agencies for solutions to unhoused community members: 6 green and 1 yellow
- Seek other revenue sources for police for patrol: 5 green and 2 yellow
- Review Charter: 7 green
- Survey community about solutions for the unhoused: 3 green, 3 yellow, and 1 red
 - If changed to "gather information about *solutions*": 5 green and 2 yellow

- Continue to invest in transportation plan and improvements eg. Sheridan Road, sidewalks, and potholes: 7 green

Community Livability: *in order to have a livable community...*

- Initiate a charter review and amendment process to allow options for funding: eg. 7 green
- Review zoning for more housing types: 7 green
- Bolster communication with community: 5 green and 2 yellow
- Apply for grants
- Plan for a public facilities center: community meeting space, library, senior center, and council chamber + meeting space for the whole community: 2 green, 2 yellow, and 2 red
- Rehab abandoned houses as affordable housing: 2 green, 2 yellow, and 2 red
- Marketing for the allowance that apartments are allowed above commercial: 7 green
- Open dialogue with builders and developers: 7 green
- Offer incentives for affordable housing: 7 green

There was a discussion of making policies with incentive strategies for maximizing uses for housing i.e., land banking or a 504.

Laura provided a summary of Day One's work and what will happen on Day 2 of Goal Setting. Reflection of what you do on the weekend and why you serve in Sheridan.

Day 1 adjourned by the Mayor at 2:00pm.

**City Council: Goal Setting
Part 2 – Sheridan City Hall
October 13, 2023 – 10am to 2pm**

Presenters: Mid-Willamette Valley Council of Governments (COG) – Laura Conroy, Associate Project Manager Community Development.

Present: Mayor Marianne Thompson, Council President Roxie Acuff, Councilors: Lucy Hebert, Cale George, Liz Hodgins, Denny McElroy, and Jim Buckles. City Manager Heidi Bell.

Absent: Council President Roxie Acuff, Attended by Zoom at 1:30pm

Mayor opened the Goal Setting Session to order on Friday, October 13, 2023, at 10:09 am. The Meeting was held at Sheridan City Hall.

Laura handed out a worksheet that the Council used to select their strategies for each of the four goals. The worksheet listed strategies, metrics, 2025 target, and status under each of the four goals. To narrow strategies, Councilors could only pick between Highly Accomplishable and High Impact (Green Card) or Low Possibility of Accomplishment and Low Impact (Red Card). Councilors put up notecards of each color

Goal 1: Revitalize and Recruit Downtown Businesses

Beautification such as greenery, shrubs, plants, and trees: 3 red and 3 green

Top-- Consider rezoning and amend ordinances to accommodate new businesses including R3 rezoning: 6 Greens

Active code enforcement: 3 Red and 3 Greens

Top-- Solicit new businesses: 1 Red and 5 Green

Top-- Create incentives for new businesses eg. Free rent and tax cuts: 1 red and 5 green

Top-- Continue infrastructure investment: 6 green

Goal 2: Ensure a Safe and Resilient Community

Educate the community about Stoney Mountain Reservoir: 4 Red and 2 Green

TOP -- Apply for grants: 6 Green → Moved to a metric

TOP -- Work towards Stoney Mountain Reservoir with hydro and water reservoir/treatment: 6 Green

TOP -- Partner with other agencies to create solutions for unhoused community members: 6 Green

Seek other revenue sources for police for patrol: 1 Red and 5 Green

TOP -- Review the charter: 6 Green

Gather information from the community about proposed solutions for the unhoused: 4 Red and 2 Green

TOP -- Continue to invest in transportation plan and improvements – eg. Sheridan Road, sidewalks and potholes: 6 Green

Goal 3: Increase Community Livability

TOP -- Initiate a charger review and amendment process to allow options for funding: 6 Green

TOP -- Bolster communication with the community: 6 Green

TOP -- Apply for grants: 6 Green

TOP -- Plan for public facilities: ie. community meeting space, library, senior center, police, and council chamber and a public works shop: 6 Green

Rehab abandoned houses for affordable housing: 2 Green and 4 Red

Marketing that are apartments are allowed above commercial uses: 4 Green and 2 Red

Open dialogue with builders and developers: 5 Green and 1 Red

Offer incentives for affordable housing: 2 Green and 4 Red

The Council refined their strategies and picked 4 from each of the Goals. Then they took the top strategies and discussed their metrics and 2025 targets. Metric = how we track what we are going to

achieve with a timeline. Metrics are measurable and therefore we can be held accountable for doing it. How you are measuring your progress.

Manager Heidi Bell presented the City Council with the Project Tracking Sheet that shows open and closed projects. This is the form that the Council presently uses. She suggested that this list could be helpful for making the metrics or using tasks that have been done as a “jumping off” point for metrics.

Goal 1: Revitalize and Recruit Downtown Businesses

1. Consider rezoning and amend ordinances to accommodate new businesses including R3 rezoning

Target: Amend Ordinances Consider Rezoning

Metrics:

- Staff report with research
- PC Minutes and Meeting
- CC Meeting

2. Solicit new businesses

Target: 5-10 new commercial business

Metrics:

- Contact the Chamber
- Contact SEDCOR
- Contact Business Owners: ie. Heider Building owner (4 storefronts)
- Have a presentation from an economic development professional/urban renewal district person
- Talk to business owners
- Identify spaces available
- Align code with business recruiting
- Add parking in downtown

3. Create incentives for new businesses

Target:

- Have 5-10 new businesses
- Publish list of incentives
- SRM group applies and gets repair grants through Oregon Main Street Grants
- Code changes to allow for new types of businesses

Metrics:

Continue infrastructure investment

Target:

- Invest 2-5 infrastructure projects
- Identify the problems and put them in the Master Plan
- Sheridan Road is done!

Metrics:

- Identify funding sources; apply for grants
- Complete the 5 Big Plans for Infrastructure
- Prioritize infrastructure projects
- Contact PGE, cable, and broadband providers
- Maintenance tracking of Big 5; establishing updated Operations Plan

Goal 2: Ensure a Safe and Resilient Community

1. Work towards Stoney Mountain Reservoir with hydro and water reservoir/treatment
2. Partner with other agencies to create solutions for unhoused community members
3. Review the charter
4. Continue to invest in transportation plan and improvements – eg. Sheridan Road, sidewalks, and potholes

Goal 3: Increase Community Livability

1. Initiate a larger review and amendment process to allow options for funding
2. Bolster communication with the community
3. Plan for public facilities: ie. community meeting space, library, senior center, police, council chamber, and a public works shop

A photocopy of each Councilor’s Worksheets was taken so that Laura could make a consolidated report for Goal 2 and Goal 3. She will use these to develop the next draft of the report. Laura stated that the next steps for the goal-setting project are for it to go to the City staff for feedback on any concerns that they might have. She also stated that if people are involved, and allowed to make comments or give feedback, then they will be more likely to agree and do the work. The recommendation is to start to gather feedback first from staff, planning commission, parks and recreation, SRM, and Chamber. There was discussion about how the final plan will live on. Heidi is tasked with reporting on the status of one goal per month to the Council.



Marianne Thomson, Mayor

Attest:



Heidi Bell, City Manager