

City of Brookings
MEETING AGENDA
Tuesday, September 3, 2024, 5:00pm

CITY COUNCIL WORKSHOP

EOC, 888 Elk Drive, Brookings, OR 97415

A. Call to Order

B. Topics

- 1.** Encouraging Workforce Housing [Pg. 1]
 - a. Gold Beach ADU Information Brochure [Pg. 3]
 - b. Curry County ADU Information Brochure [Pg. 5]
 - c. Community Housing Discussion with The Oregon iSector Notes – July 30, 2024 [Pg. 6]
 - d. February 1, 2021 – update on Request for Proposal (RFP) for System Development Charges (SDC) study [Pg. 10]
- 2.** Strategic Plan Review [Pg. 11]
 - a. Strategic Plan (Short Term) 2019-2021 [Pg. 12]
 - b. Adoption of 2019-21 Strategic Plan – October 14, 2019 Council Agenda Report [Pg. 16]

C. Council Member Requests for Workshop Topics

D. Adjournment


*All public meetings are held in accessible locations. Auxiliary aids will be provided upon request with at least 72 hours advance notification. Please contact 541-469-1102 if you have any questions regarding this notice.

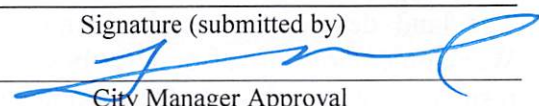
CITY OF BROOKINGS

COUNCIL WORKSHOP REPORT

Meeting Date: September 3, 2024

Originating Dept: PW/DS



Signature (submitted by)

City Manager Approval

Subject: Encouraging Workforce Housing

Background/Discussion:

Council requested a discussion regarding workforce housing and how the City can develop a strategy to encourage the development of workforce housing within the City of Brookings.

Staff and Council participated in a Community Housing Discussion hosted by The Oregon iSector on July 30, 2024 in the EOC. Attendees also included representatives from the Brookings Harbor School District, South Coast Lumber and South Western Oregon Community College. The discussion touched on a number of housing needs related issues including:

- Readiness assessments
- Employer co-investment in workforce housing
- Brookings housing needs (land availability, needs and barriers)

The Oregon iSector and R3 are working together to provide direct technical assistance and connection across sectors, helping rural communities statewide to address their local housing needs. Currently, there is no comprehensive inventory of the barriers that rural jurisdictions face in producing needed housing for their citizens. It is important that such an inventory is created for several reasons:

1. While large cities have the staff to conduct studies and take action to address barriers, smaller jurisdictions do not.
2. All jurisdictions have unique challenges, and strategies to produce housing differ. Identifying specific challenges city by city is critical to providing necessary assistance.
3. As the State develops funding and policy that addresses housing barriers, it is important that rural jurisdictions have a way to communicate their needs to ensure that State plans support their unique needs.
4. There are public, private, and civic resources that can be put together in new ways to more accurately and rapidly address barriers to housing development.

5. The Inventory will help inform housing developers of opportunities for housing production.

The City currently has language in the land development code under Chapter 17.180 that encourages affordable housing under workforce housing. The provisions in this chapter create flexibility, provide developer incentives and provide a means for developing affordable housing. The land development code Chapter 17.180.040 - Accessory Dwelling Unit (ADU) under Workforce Housing also describes the general requirements for authorizing an ADU in a residential zone. System Development Charges (SDCs) apply to ADUs and the City has a provision in the code for financing payment of the SDCs over a period of time, also creating flexibility and providing developer incentive to build ADUs.

Curry County allows ADUs in conjunction with a single-family dwelling in the RCR, R-1 and R-2, R-3 zoning districts. They are not allowed in the RR zoning district. SDCs are not required. The City of Gold Beach allows ADUs outright in residential zones and are required to meet specific standards as described in section 3.040 of the Gold Beach Zoning Ordinance. SDCs are not required for ADUs in the City of Gold Beach.

The City of Brookings requires that SDCs are to be paid for ADUs and are calculated at a slightly reduced rate by comparison to a single-family dwelling. There's been discussions in the past to consider waiving SDCs for ADUs in the City of Brookings but the concern is that it isn't lawful to outright waive the fee. An option available in lieu of a full or partial waiver would be to subsidize or offer a "rebate" the SDC fee from a fund in the City's budget as an incentive for developers to build this type of housing.

Staff will be soliciting proposals from engineering firms to develop a new SDC calculation methodology this year. The methodology we are currently using to calculate fees for new development result in high fees that discourage developers from developing this type of housing. Staff will soon be seeking proposals from qualified engineering firms for a new SDC study.

Attachments:

- a. Gold Beach ADU Information Brochure
- b. Curry County ADU Information Brochure
- c. Community Housing Discussion with The Oregon iSector Notes – July 30, 2024
- d. February 1, 2021 - Update on Request for Proposal (RFP) for System Development Charges (SDC) study

***"What a great program
and so easy to qualify!"***

Goldie B. Rogue



Contact Us

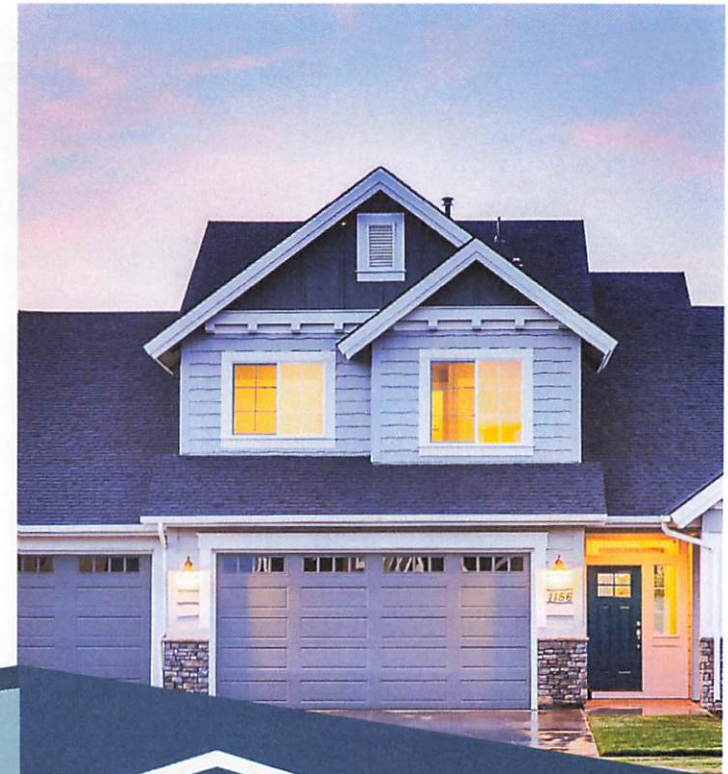
Please contact Anthony at City Hall to find out more information about this new program being offered.

City of Gold Beach

541-247-7029

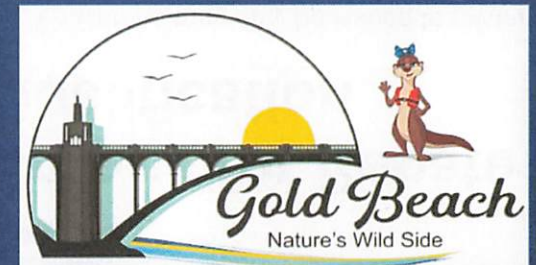
apagano@goldbeachoregon.gov

www.GoldBeachOregon.gov



ACCESSORY DWELLING UNIT

Rebate Program



Rebate Program

Are you interested in building an ADU on your property? Now is the time!

The City has received pass-thru federal ARPA funds which we are utilizing to improve Gold Beach rental housing opportunities. The Council has created a rebate program to encourage ADU development by property owners if they build or convert existing space into an ADU. You may be able to receive a reimbursement of your project costs ranging from \$5,000 up to \$10,000.



What is an ADU?

ADU stands for accessory dwelling unit. An ADU is also known as an in-law or mother-in-law unit, secondary dwelling unit, granny flat, additional dwelling unit or carriage house to name a few. A few samples are listed below

ADU Samples



Over the Garage



Garage Conversion



Stand-Alone Unit



Basement or Attic Conversion

Criteria for Rebate Qualification

- Rebate may only be issued to owner of record
- Must be permitted and have Certificate of Occupancy (CofO) submitted with application
- ADU must be utilized as long-term rental or as separate living quarters for family members that would otherwise need another rental dwelling (using as a separate bedroom does not qualify)
- Can't be used as an STR must be long-term rental (minimum 30 days). (Please note: ADU's are not allowed as short-term rentals-aka vacation rentals). Short term and/or vacation rentals do not qualify for the rebate program.
- Submit the one-page application for the Council to decide your rebate amount.



Accessory Dwelling Units in Curry County

Commonly referred to as an ADU, an Accessory Dwelling Unit is a second dwelling that may be permitted in conjunction with a single-family dwelling. ADUs are subordinate in size, location, and appearance to the primary dwelling. One accessory dwelling on one residential lot may be permitted subject to the following standards:

1. Must be in a location either within, attached to, or detached from the primary detached single-family dwelling (SFD) unit. With a building permit, an ADU may be added to or over an attached or detached garage or constructed as a detached single-story structure or as part of a new SFD.
2. An ADU must have its own outside address identification, entrance, kitchen, bathroom and sleeping area completely independent of the primary dwelling. Addressing of the ADU shall be coordinated with the responsible emergency response agency.
3. An ADU may not be created through the conversion of a main level garage space for living space. This standard does not include the conversion of the attic space above a garage.
4. An ADU that is attached to the primary dwelling shall share a common wall with firewall construction, roof, and foundation.
5. One off-street parking space shall be provided for the ADU.

Additional Location-Specific Requirements:

Inside Urban Growth Boundary (R-1, R-2 & R-3 land use zones):

- The ADU shall not exceed 1200 square feet in floor area but shall be no smaller than 240 square feet.
- A detached ADU shall be located a minimum of 20 feet from the foundation of the primary dwelling.

Outside Urban Growth Boundary (RR, RC & RCR land use zones):

- The ADU will not include more than 900 square feet of usable floor area.
- The ADU will be located a minimum of 20 feet from, and no further than 100 feet from the existing single-family dwelling.
- One single-family dwelling shall be legally sited on the lot or parcel.
- The lot or parcel must be at least 2 acres in size.
- The lot or parcel is within a rural fire protection district.
- An ADU will not be allowed on a Rural Residential-zoned parcel until the parcel is in compliance with the defensible space requirements as established pursuant to the statewide wildfire risk maps. Driveway access of at least 16 feet wide and twelve feet high for fire vehicles shall be maintained at all times.

For more information regarding ADUs, please contact the Curry County Community Development Department at (541) 247-3304.

September 2022

City of Brookings
Community Housing Discussion
July 30th | 12:30 p.m. | 888 Elk Dr.

Introduction to Oregon iSector

Working with R3 Strategies, Regional Rural Revitalization Strategies Consortium, conducting Readiness Assessments for jurisdictions near or under 10,000 population on land they would like to develop or see developed for housing.

Purpose:

1. Identify what properties are out there for jurisdictions.
2. What limitations are on that property.
3. Use the Readiness Assessments to find resources to help close gaps.
4. Identify employers that are interested in co-investing in housing.
5. Identify statewide barriers, inform the Housing Innovation Partnership (HIP) of needs, HIP will develop recommendations to the legislature to support rural communities.

Link to the iSector Readiness Assessment and website for more information:

<https://isector.org/partnerships/rural-housing-production/>

Michael Schrader – Public/Private/Civic Partnership

Advantages of employers co-investing in workforce housing.

Financing resources and mechanisms exist for Affordable housing (60% Average Median Income (AMI) and below). Moving into the middle/workforce space (80-120% AMI) a lot of those tools fall away. Though some are still available (e.g. tax-exempt bonds available to government or special purpose nonprofit entities).

Process:

1. Figure out how much you can borrow, right size your borrowing (in most cases this will not be enough to cover the project costs)
2. Identify public incentives and investment; can the city provide land, infrastructure, waive SDC's, are there philanthropic dollars?
3. How do you find more flexible middle capital? (Examples:)
 - Employers provide flexible debt in exchange for a right to rent.
 - Essential worker employers (cities, school districts, fire districts, hospitals) master leasing a number of units.
 - Impact investor contributions.
 - Foundation investments.

Before figuring out financing, ownership, other structures, we have to first understand:

(A) What are you building?

City of Brookings
Community Housing Discussion
July 30th | 12:30 p.m. | 888 Elk Dr.

- (B) Who are you building it for?
(C) Who is building it, owning it?

Brookings Housing Needs

Have a 2017 Housing Needs Assessment done on their website under planning and development. Lists specific areas of need, number of units short, additional data.

Properties seen as potential housing producers:

- Lone Ranch: <https://www.loneranch.com/>
- First phases:
 - o A- apartments
 - o B- commercial
 - o D-T – mixture of townhouses, single family homes, high value properties
- Previous owner deeded certain lands to Community College, meaning they are not able to build out on phases A or C at this time. Master Plan has to be altered as that land is no longer a part of the property.
- They are looking to start phase D after terraforming, infrastructure, and property improvements. Will reach out to planning council on how to adapt later phases to make apartments or high-density areas. Need new engineering studies, environmental studies, etc. Around 1,000 homes proposed.
- South Coast Lumber is planning to finance the project. They have built homes for the community in the past, and are prepared to do so again.
- Have a \$30M infrastructure project in the design phase, scheduled to bid Oct-Nov, breaking ground early next year. Need some infill and expansion on wastewater plant, upsizing of pipes, other minor infrastructure.
- Lone Ranch is in the Urban Growth Boundary.

Q: Are there impediments to development that you need help with?

A: Yes, planning (though are recruiting a project manager), connections to get on the city system, then just taking things in smaller bites (having Hayden Homes take on a few of the phases – they are quite far out and may not be interested), other issues with local developers/materials/skilled laborers/workforce.

What outreach should be done? What would that process look like?

- Send Henry any direct needs, helping South Coast Lumber with the Lone Ranch project.
- Need to look at zoning regulations.

Employer Needs

- Curry Health has had need for many years, need affordable housing for their workforce.

City of Brookings
Community Housing Discussion

July 30th | 12:30 p.m. | 888 Elk Dr.

- Coos Curry, have seen folks decline jobs as they can't find housing, or can't afford to stay in the area.
 - o Health Network: A lot of staff don't want an apartment; they want a house and land. They want neighborhoods, places to play, sidewalks, etc.
- Teacher: not thrilled that people working in the community live in an apartment complex, can see them staying in duplexes or triplexes for a couple of years before getting a home.
- Community College may be interested in renting some apartment units for **just a few** students coming in from outside of the area. May give them a chance to have instructors from Coos Campus to come, teach, and stay overnight.
- Could argue that Curry health needs 15-20 units themselves.

Land Availability, Needs & Barriers

- Bare property is not always very buildable.
- City doesn't have much land that would fit housing needs, there is privately owned land however they don't want strings attached with high-density housing, veered away from apartments to duplex or triplexes as their main goal is to sell rather than rent units.
- One property on Lucky Lane, section 8 housing on one side of the cul-de-sac, on the other side there is vacant land for a similar project. City owns other land right behind that, have explored offering that land if it is necessary for the project.
 - o ADAPT bought the property
- Have land that is timber land, grazing land, need to figure out how to get that land from the State.
- School district has a piece of property, Stephanie introduced them to a developer.
- Stephanie: caution, in Reedsport there was a complex built and filled with folks working virtually, new to the area. Need to figure out how to keep local people in the units.
 - o Mike: employer buy-in and participation is also a way to navigate fair housing rules and ensure that it is workforce housing for the local community rather middle income or affordable housing open to the public at large. Employer preference attached to units.
 - o Mike: To school districts, there are unique tools you can bring to financing RE Measure 102.
 - o Mike: There is a concept in development, scattered site approach/basis – might have 3-4 units being built at one time, can bundle those as one project.
- Health Network: don't think financing is their biggest barrier, the biggest is land and getting employers interested in having a part in housing.
- Stephanie, working with Rooted Homes to develop a Community Land Trust for the South Coast.

City of Brookings
Community Housing Discussion
July 30th | 12:30 p.m. | 888 Elk Dr.

What can iSector do to be of assistance?

- Help with infrastructure needs
- Help with capacity impediments
- Financing, Revolving Loan Fund – available (hopefully early next year) for workforce housing projects. The city has to want to participate. It pays back loans to developers if they need assistance to make a workforce housing project pencil out.
- Need for infrastructure dollars, advocacy for that.
- Continued role as a facilitator. Convene additional community members.

CITY OF BROOKINGS

COUNCIL WORKSHOP REPORT

Workshop Date: February 1, 2021

Originating Dept: Finance & Admin

Signature (submitted by)


City Manager Approval

Subject:

Update on Request for Proposal (RFP) for System Development Charges (SDC) study

Financial Impact:

No direct cost to sending out the RFP. Proposals will be brought back to Council for award.

Background/Discussion:

The City first established SDCs in 2003. The City last updated the SDC methodology and charges in 2009 based on a study completed by Dyer Engineering. In 2013, the City hired Shaun Pigott Associates to review this again, with specific focus on the Wastewater SDC, but did not adopt general changes. Council did vote to discontinue the practice of collecting additional SDC's based upon change of use from buildings already occupied as of January 1, 2014.

It has been 10 years since the City has adopted any changes to the SDC methodology and changes to charges, with the exception of the Engineer News Review (ENR) Index (cost of living index for construction) increasing each July 1st. We have updated our Master Plans for Water, Wastewater, Stormwater, Transportation, and Parks since then. Accordingly, staff recommends that we review the methodology and charges for SDCs at this time.

Council authorized the City Manager to move forward with the RFP process. This topic has subsequently been raised regarding Accessory Dwelling Units (ADU), financing, incentives for affordable housing, and related topics. Staff has looked at other cities SDC methodologies, and has put together a list of goals and objectives we want the successful bidder to address, in addition to a standard SDC study:


- Evaluate and consider alternate EDU scaling (number of fixtures vs single family residence)
- Consider alternative SDC rate structures for Accessory Dwelling Units (ADU), Multi Family and affordable housing units, and conversion of existing commercial buildings.
- Consider incentives for development of affordable housing units.
- Review current System Development Charge financing options.
- Compare and contrast proposed SDC's to other municipalities in the county, region, and other comparable cities in Oregon
- Confer with staff and community stakeholders about current and future economic trends and outlook.

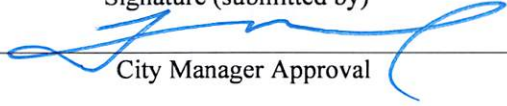
CITY OF BROOKINGS

COUNCIL WORKSHOP REPORT

Meeting Date: September 3, 2024

Originating Dept: City Manager



Signature (submitted by)

City Manager Approval

Subject: Strategic Plan Review

Background/Discussion:

The City Council adopted the first Strategic Plan in 2009. Since then, both short, and long term, strategic plans were developed comprised of elements from the Comprehensive Plan, Downtown Master Plan and Urban Renewal Plan.

The City Council, in the past, has conducted an annual workshop to develop a strategic plan for the calendar year. The strategic plan is used as a guidance document for budget preparation and prioritization of work/services. Progress on the strategic plan is typically reviewed at a City Council workshop on a quarterly basis.

The City adopted the 2019-2021 Strategic Plan in October 2019. A Council Workshop was held on August 5, 2019. A number of action items were identified as completed and were proposed for deletion. There were other items that were discussed as additions or updates. An additional Council Workshop was held on October 7, 2019 to discuss updates to this plan and review the proposed changes. Those are incorporated into the attached draft 2019-2021 Strategic Plan.

The 2019-2021 Strategic Plan is the last plan adopted by Council. Staff and Council changeover over the past several years has delayed the process of adopting a new strategic plan. I have provided a copy of the plan for your review. Staff is seeking to integrate councilor comments into a final draft for adoption at a future council meeting.

Attachment(s):

- a. Strategic Plan (Short Term) 2019-2021
- b. Adoption of 2019-21 Strategic Plan – October 14, 2019 Council Agenda Report

City of Brookings 2019-21 Strategic Plan – Short Term (24 months)

GOAL 1: An Effective, Responsive, Ethical City Government That Is Fiscally Sustainable.				
Objectives	Action Items		Resp Party	Status/Notes
1 Sufficient revenue to sustain City services at appropriate levels.	1.1	Encourage new private investment in the community	CM	Working to improve community services (i.e. health care) before developing marketing strategy. Focus on housing
	1.2	Maintain General Fund reserve at 5 percent of operating budget.	BC	Included in 2019-20 budget; In budget message
	1.3	Conduct energy conservation improvements at water and wastewater plants.	PWDS	Pump replacement needed; lighting fixtures changed to higher efficiency; \$30k/mo energy cost; VFD's at water plant
	1.4	Significantly reduce vehicle fuel consumption.	PWDS	Purchasing the most fuel efficient vehicles possible; reducing travel through combination of carpooling and on-line/in-house trainings; reduce fleet vehicles - surplus; continue to improve efficiencies and educate employees
	1.5	Balanced revenue system that recognizes demands on City services by residents, businesses and visitors.	CM	Fuel Tax reauthorized May 2018; Expires in 5years = 2023; Update pavement management study plan (PMS) prior to 20203 election
	1.6	Assure internal consistency and efficiency.	CM	Ongoing
2 Stable, effective and accountable management. Sustain positive workplace environment and employee morale.	2.1	Provide competitive employee compensation through a merit-based system.	CM/CC	LGIP study to update 2009 study, will complete 2021-22
	2.2	Succession planning	CM	Identify key positions; recruit for and/or train successors
	2.3	Complete infrastructure GIS project	PWDS	GIS framework complete; adding new information as it comes in
	2.4	Develop plan for recruiting and sustaining volunteers	PWDS	On Going - Adopt a park
3	3.1	Keep project scope scalable; use informal process; utilize local contractors	PWDS	Public Procurement Contracting Policy
GOAL 2: A Safe Community				
Objectives	Action Items		Resp Party	Status/Notes
1 A disaster resilient community with adequately staff, equipped and housed police/fire departments and City Hall.	1.1	Pursue resilience projects and grant funding for seismic retrofit	CM	Repair, remove or replace FC Reservoir; Reservoir grant pending; Engineering study in progress. Tank seismic valves; In progress. City Hall retrofit; To be completed in 2019
2 Provide clean drinking water and compliant waste water treatment.			PWDS	Goal achieved
3 Improve community health care.	3.1	Establish Emergency Department at Brookings clinic.	CM	State authorized permit/ \$1.2 million needed by CHN to open; Legislation passed in 2019
	3.2	Simultaneously undertake feasibility study for hospital	CM	Funding needed for study
4 Maintain streets in safe/serviceable condition.	4.1	Allocate \$250,000 annually for street reconstruction and major maintenance.	BC	Annual program. \$290,000 in fuel tax revenues; Update pavement management study plan (PMS) prior to 20203 election
	4.2	Improve pedestrian/vehicle safety; replace hazardous storm drain grate; make pedestrian facilities more accessible.	PWDS	TSP update adopted; N. Chetco sidewalk; Project schedule for 2020-21
	4.3	Develop multi-year street/sidewalk improvement plan to include developing bicycle plan & pursuing funding for improvements.	PWDS	Bicycle Plan Adopted - Harris/Dawson Project completed 2015; more grants in progress.
5 Safe Parks	5.1	Develop lighting plan for parks; Making parks available for nighttime use	PWDS	Azalea Park sports field lighting grant completed; Mill Beach Hours adjusted
6 Improve pedestrian safety				
GOAL 3: Influence Economic Growth / Improve Quality of Life				
Objectives	Action Items		Resp Party	Status/Notes
1 Establish pro-growth policy	1.1	Develop business and resident attraction program.	CM	Video library promoting City on website; New resident recruitment video completed August.
	1.2	Develop business retention strategy	CM	Create regional SOREDI type agency. Meet with key businesses. Expand participation in SDC.

City of Brookings 2019-21 Strategic Plan – Short Term (24 months)

2	Establish development policies and public improvements/standards that recognize economic trends.	2.1	Develop comprehensive plan for addressing wastewater I&I issue	PWDS	Annual program to correct I & I; Projects in progress
		2.2	Develop program to "cash out" DIA's.	PWDS/FA	Properties to be released identified. Completed.
		2.3	Adopt ordinance to implement Downtown Master Plan 2002	PWDS	Develop updated plan. Approved by Council June 12, 2017
		2.4	Work with private interests to improve appearance of downtown through building & streetscape improvements	BLDPWDS	Build from 2.4
		2.5	Develop UGB transition agreements with special districts.	PWDS	Delayed by HSD; County not pursuing.
3	Provide infrastructure to support economic growth.				
4	Complete approved capital projects in a timely and cost efficient manner.	4.1	Complete Railroad Wharf to 5th	PWDS	
		4.2	Pursue pedestrian improvement funding: Hwy101 north of Lucky Lane	PWDS	Tentatively approved by State for 2020-21
		4.3	Pursue State/Federal grants to fund economic development and infrastructure improvements	CM	Ongoing. USDA loan application in progress; currently in environmental review
5	Attract tourists to stop in downtown.	5.1	Improve downtown directional/parking signs	PWDS	Need further direction - Master Plan update directed
		5.2	Incentive program for downtown shops	PWDS/BLD	Need further direction; workshop needed; façade program
		5.3	Limit retail commercial land supply to encourage retail infill & redevelopment to areas within existing UGB, especially downtown	PWDS	Implemented through current zoning
		5.4	Promote downtown public art	PWDS	Inactive
6	Provide additional recreational opportunities and facilities to include neighborhood parks, beach and river access points, and possible downtown park.	6.1	Reconfigure Azalea Park Athletic Fields	PWDS	Completed
		6.2	Install restrooms at Chetco Point and Stout Park (revisit)	PWDS	Completed
7	Implement policies and implementation items included under economic section of Comprehensive Plan.	7.1	Utilize zoning ordinance to provide commercial/industrial lands for development	PWDS	No action. Possibly re-assign
		7.2	Work with landowners to create larger development opportunity sites	CM	Opportunities scarce
		7.3	Encourage cottage industry/professional service home occupations	PWDS	Code adopted for cottage industries
		7.4	Provide development opportunities for senior housing ranging from single-family detached dwellings to nursing facilities.	CM	Code revised to include workforce housing (smaller, low rent housing) and nursing/assisted living housing as CUP in all residential zones. Facilitating meetings between land owners and housing developers.
8	More Affordable Housing	8.1	Complete Housing Needs Assessment	CM	
		8.2	Encourage development of undeveloped, annexed property north end of City	CM	
GOAL 4: Effective Intergovernmental Relations					
Objectives		Action Items		Resp Party	Status/Notes
1	Influence regional, state, national policy on issues important to achieving City goals.			CC	
2	Achieve City goals through strategic partnerships.				City participating in OCVA, SCDC, Wild Rivers Alliance, BCRAA
3	Utilize Community College to fullest extent		Work with the college to address community needs	CM	

GOAL 1: An Effective, Responsive, Ethical City Government That Is Fiscally Sustainable.

Objectives	Action Items	Resp Party	Status/Notes
1 Sufficient revenue to sustain City services at appropriate levels.	4-1 Storm-water-fee.	PWD/FHD	Need Council direction - Workshop - Janell to do CWR
	1.1 Encourage new private investment in the community	CM	Working to improve community services (i.e., health care) before developing marketing strategy. Focus on housing
	1.2 Maintain General Fund reserve at 5 percent of operating budget.	BC	Included in 2017-18 2019-20 budget; In budget message
	1.3 Conduct energy conservation improvements at water and wastewater plants.	PWDS	Pump replacement needed, lighting fixtures changed to higher efficiency; \$30k/mo energy cost; VFD's at water plant
	1.4 Significantly reduce vehicle fuel consumption.	PWDS	Purchasing the most fuel efficient vehicles possible; reducing travel through combination of carpooling and on-line/in-house trainings; reduce fleet vehicles - surplus; continue to improve efficiencies and educate employees
	1.5 Balanced revenue system that recognizes demands on City services by residents, businesses and visitors.	FHD/CM	Reauthorize Fuel Tax. On ballot May 18; Info video in progress; Fuel Tax reauthorized May 2018; Expires in 5 years = 2023; Update pavement management study plan (PMS) prior to 20203 election
4-a Assure internal consistency and efficiency.	1.6 Assure internal consistency and efficiency.	CM	Ongoing
2 Stable, effective and accountable management. Sustain positive workplace environment and employee morale.	2.1 Provide competitive employee compensation through a merit-based system.	CM/CC	LGIP study 2018 to update 2009 study; LGIP study to update 2009 study, will complete 2021-22
	2.2 Succession planning	CM	Identify key positions; recruit for and/or train successors
	2.3 Complete infrastructure GIS project	PWDS	GIS framework complete; adding new information as it comes in
	2.4 Develop plan for recruiting and sustaining volunteers	PWDS	Assigned to Parks Supervisor On Going - Adopt a park
3	3.1 Keep project scope scalable; use informal process; utilize local contractors	PWDS	Ongoing Public Procurement Contracting Policy

GOAL 2: A Safe Community

Objectives	Action Items	Resp Party	Status/Notes
1 A disaster resilient community with adequately staff, equipped and housed police/fire departments and City Hall.	1.1 Pursue resilience projects and grant funding for seismic retrofit	CM	Repair, remove or replace FC Reservoir; Reservoir grant pending; Engineering study in progress. Tank seismic valves; In progress. City Hall retrofit; To be completed in 2019 Police/Fire Station grant approved
2 Provide clean drinking water and compliant waste water treatment.		PWDS	Goal achieved
3 Improve community health care.	3.1 Establish Emergency Department at Brookings clinic.	CM	State authorized permit/ \$1.2 million needed by CHN to open; Legislation passed in 2019
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	4.2 Improve pedestrian/vehicle safety; replace hazardous storm drain grate; make pedestrian facilities more accessible.	PWDS	TSP update adopted; N. Chetco sidewalk; application pending OTC approval Project schedule for 2020-21
	4.3 Develop multi-year street/sidewalk improvement plan to include developing bicycle plan & pursuing funding for improvements.	PWDS	Bicycle Plan Adopted - Harris/Dawson Project completed 2015; more grants in progress. TSP update underway; include bike amenities.
5 Safe Parks	5.1 Develop lighting plan for parks; Making parks available for nighttime use	PWDS	Azalea Park sports field lighting grant completed; Mill Beach Hours adjusted
	5.2 Perform annual Azalea Park tree evaluation	PWD	
6 Improve pedestrian safety			

GOAL 3: Influence Economic Growth / Improve Quality of Life					
Objectives		Action Items		Resp Party	Status/Notes
1	Establish pro-growth policy	1.1	Develop business and resident attraction program.	CM	Video library promoting City on website; New resident recruitment video completed August.
		1.2	Develop business retention strategy	CM	Create regional SOREDI type agency. Meet with key businesses. Expand participation in SCDC.
2	Establish development policies and public improvements/standards that recognize economic trends.	2.1	Develop comprehensive plan for addressing wastewater I&I issue	PWDS	Annual program to correct I & I; Projects in progress
		2.2	Develop program to "cash out" DIA's.	PWDS/FA	Properties to be released identified. Completed.
		2.3	Adopt ordinance to implement Downtown Master Plan 2002	PMPWDS	Develop updated plan. Approved by Council June 12, 2017
		2.4	Work with private interests to improve appearance of downtown through building & streetscape improvements	BLDPWDS	Build from 2.4
		2.5	Develop UGB transition agreements with special districts.	PWDS	Delayed by HSD; County not pursuing.
3	Provide infrastructure to support economic growth.				
4	Complete approved capital projects in a timely and cost efficient manner.	4.1	Complete Railroad reconstruction project Wharf to 5th	PWDS	Construction scheduled for 2018
		4.2	Pursue pedestrian improvement funding: Hwy101 north of Lucky Lane	PWDS	Tentatively approved by State for 2019 2020-21
		4.3	Pursue State/Federal grants to fund economic development and infrastructure improvements	CM	Ongoing. USDA loan application in progress; currently in environmental review
5	Attract tourists to stop in downtown.	5.4	Landscaping along South Chetco Ave.	PWDS/PTS	Obtained cost; not in budget.
		5.1	Improve downtown directional/parking signs	PWDS/PTS	Need further direction - Master Plan update directed
		5.2	Incentive program for downtown shops	PWDS/BLD	Need further direction; workshop needed; façade program
		5.3	Limit retail commercial land supply to encourage retail infill & redevelopment to areas within existing UGB, especially downtown	PMPWDS	Implemented through current zoning
		5.4	Promote downtown public art	PWDS	Public Art Committee active Inactive
		5.6	Develop RV parking along Frontage Road	PWDS/PTS	Preliminary design; need workshop
6	Provide additional recreational opportunities and facilities to include neighborhood parks, beach and river access points, and possible downtown park.	6.1	Reconfigure Azalea Park Athletic Fields	PWDS/PTS	In progress. Completed
		6.2	Install restrooms at Chetco Point and Stout Park (revisit)	PWDS/PTS	Plan/budget developed. Restroom installation at Chetco Point completed. Completed
7	Implement policies and implementation items included under economic section of Comprehensive Plan.	7.1	Utilize zoning ordinance to provide commercial/industrial lands for development	PMPWDS	No action. Possibly re-assign
		7.2	Work with landowners to create larger development opportunity sites	CM	Opportunities scarce
		7.3	Encourage cottage industry/professional service home occupations	PMPWDS	Code adopted for cottage industries
		7.4	Provide development opportunities for senior housing ranging from single-family detached dwellings to nursing facilities.	CM	Code revised to include workforce housing (smaller, low rent housing) and nursing/assisted living housing as CUP in all residential zones. Facilitating meetings between land owners and housing developers.
8	More Affordable Housing	8.1	Complete Housing Needs Assessment	CM	Presentation at Oct 23 City Council Meeting
		8.2	Encourage development of undeveloped, annexed property north end of City	CM	
GOAL 4: Effective Intergovernmental Relations					
Objectives		Action Items		Resp Party	Status/Notes
1	Influence regional, state, national policy on issues important to achieving City goals.			CC	
2	Achieve City goals through strategic partnerships.				City participating in OCVA, SCDC, Wild Rivers Alliance, BCRAA
3	Prepare for potential County fiscal failure.	3.1	Evaluate possible assumption of County services on cost recovery basis.	CM/FHD	Building inspection. Airport acquisition proposed.
3	Utilize Community College to fullest extent		Work with the college to address community needs	CM	

CITY OF BROOKINGS

COUNCIL AGENDA REPORT

Workshop Date: October 14, 2019

Originating Dept: City Manager

Signature (submitted by)


City Manager Approval

Subject:

Adoption of 2019-2021 Strategic Plan

Recommended Motion:

Motion to adopt the 2019-2021 Strategic Plan

Financial Impact:

No immediate direct impact. Each project would be approved through the budget process and approved by future Council action if over \$25,000.

Background/Discussion:

The City adopted the 2017-2019 Strategic Plan in October 2017. A Council Workshop was held on August 5, 2019. A number of action items were identified as completed and were proposed for deletion. There were other items that were discussed as additions or updates. An additional Council Workshop was held on October 7, 2019 to discuss updates to this plan and review the proposed changes. Those are incorporated into the attached draft 2019-2021 Strategic Plan.

The Strategic Plan is utilized by staff as a part of the budget development and priority-setting process.

Attachment:

- a. Draft 2019-2021 Strategic Plan