



REDMOND CITY COUNCIL GOALS 2019/2020



1. SUSTAIN OPERATIONS

Provide or enhance current levels of operations in all facets of municipal service delivery.

- A. Provide critical and necessary services for the entire City.
 - i. Strive to achieve a level of Police services required to make Redmond the “safest community in Oregon”.
 - a. Continue the initiative to address staffing needs in proportion to population growth.
 - ii. Achieve a high standard of professionalism and efficiency in the conduct of Police work such as investigating crimes and accidents, arresting violators, and addressing traffic safety issues.
 - iii. Pursue opportunities to educate and partner with the community to enhance community safety.
 - iv. Provide City water and wastewater operations to meet or exceed public health standards.
- B. Increase the efficiency and/or effectiveness with which the City provides public services.
 - i. Explore the potential of increasing efficiencies and economies of scale through the sharing of services and resources with other public agencies.
 - ii. Endeavor to ensure all enterprise activities (water, wastewater, stormwater, airport, golf, and community development) earn sufficient income to meet operating expenses including capital maintenance and replacement.
 - iii. Take continual steps to make City services more user/business friendly.
 - iv. Seek and achieve efficiencies through the acquisition and implementation of new technologies.
 - v. Incorporate strategic use of technology, social media, the internet and other tools to inform and communicate with citizens and stakeholders.
 - vi. Seek opportunities to strategically use City capital assets such as buildings and properties.
 - vii. Improve the energy independence of City owned facilities and transportation fleet operations. Develop short and long-term strategies for increasing energy efficiency and utilizing renewable resources.
- C. Explore opportunities to augment revenues to support existing operations and infrastructure maintenance.
- D. Establish and adhere to best practice and sound financial policies associated with operating contingencies; fund balances/reserves/debt service ratios; and other metrics as needed.
 - i. Maintain sufficient fund balance/reserves in the General Operating Funds and enterprise funds to accommodate cyclical cash flow needs as well as a reasonable contingency for unexpected financial liabilities.

- ii. Ensure the City can remain healthy during downturns in the economy.
- E. Prioritize municipal services to match community needs and desires with available funding.
- F. Take necessary actions to enhance and maintain the credit rating of the City and its affiliated entities.
- G. Manage financial affairs in a transparent, responsible and consistent manner.

2. EFFECTIVE STEWARDSHIP AND EMPLOYEE INVESTMENT

Cultivate a work environment that acknowledges employees are our most valuable asset.

- A. Foster productivity, learning and growth, and recognize employees are the foundation of success.
 - i. Promote an environment that retains and attracts a diverse, highly qualified and motivated workforce by offering training/career development, leadership opportunities and other motivating challenges.
 - ii. Maintain positive, productive and collaborative labor relations.
 - iii. Assure employment contracts are fiscally sustainable.
 - iv. Emphasize succession planning to maintain the long-term health of the organization.
 - v. Celebrate staff effort and achievement.
- B. Maintain a clear strategic direction and policy guidance as a foundation for a creative, innovative and efficient work environment.
 - i. Support an organizational culture of collaboration, performance, accountability, and teamwork.
 - ii. Look for opportunities to improve efficiency through appropriate delegation of decision making authority.
- C. Commit to clear and collaborative lines of communication between City leadership and City Council.

3. CITY INFRASTRUCTURE

Preserve and enhance the City's infrastructure to position the City to accommodate growth.

- A. Endeavor to adequately maintain the City's roads, utility infrastructure, parks and pedestrian/bicycle infrastructure.
- B. Maintain a 5-year Capital Improvement Program that drives decisions and is updated annually through a public process.
- C. Leverage General Fund revenues by exploring resource development opportunities, grants and other sources of revenue, particularly from private foundations, state and federal government agencies, to address gaps in the City's infrastructure.

- D. Develop the City's infrastructure pursuant to the priorities identified in the City's infrastructure systems plans.
- E. Look for opportunities to fund elements of the ADA Transition Plan over the long term. Ensure implementation is facilitated in cooperation and with input from the disabled community and the general public.
- F. Collaborate with ODOT in planning and design for the South US Highway 97 improvement project.

4. ECONOMIC DEVELOPMENT

Develop and maintain an environment that promotes and supports a strong, healthy and diverse economic base.

- A. Help existing businesses within the city thrive.
 - i. Implement business assistance programs based on annual assessment surveys. Work with partners to provide the necessary programs to respond to the needs as resources allow.
 - ii. Promote the connection between the business community and the related services provided by Central Oregon Community College's (COCC) Technology Education Center, Redmond Economic Development, Inc. (REDI), Redmond Chamber of Commerce, and State agencies.
- B. Foster new business and job growth.
 - i. Work with REDI, EDCO, and other partners to facilitate new business development in Redmond.
 - ii. Work with City Commissions/Committees to incorporate, as needed, relevant actions within the Redmond Development Plan.
 - iii. Leverage partnerships to drive target industry cluster competitiveness, technology commercialization and innovation.
- C. Maintain Redmond's reputation as "the place to do business in Central Oregon".
 - i. Provide incentive programs that are regionally and nationally competitive and targeted towards businesses that benefit the community through the creation of family-wage jobs.
 - ii. Ensure an adequate supply of planned commercial and industrial land.
 - iii. Provide well planned, maintained, high quality infrastructure that create competitive advantages for business and community growth.
 - iv. Explore opportunities to offset infrastructure costs with state and federal resources.
 - v. Partner with education and workforce institutions to increase access to quality job opportunities.
- D. Invest in infrastructure on key opportunity sites that facilitates commercial and industrial site readiness.
 - i. Take necessary steps required to increase water and sewer service to strategic lands that are currently unserved or underserved.

- E. Support the expansion of educational opportunities.
 - i. Strengthen the City's relationship with the Redmond School District, the Redmond Proficiency Academy, Central Oregon Community College, and other educational institutions.
 - ii. Highlight the merit of technical learning in local high schools and other forums.
 - iii. Ensure the region has a well-trained workforce with technical and management-level talent capable of meeting the needs of cluster firms.
 - iv. Support the expansion, relocation and/or creation of new institutions of higher education into the Central Oregon region.
 - v. Look for opportunities to get City departments involved in internship programs through REDI and the Better Together initiative.

5. REDMOND AIRPORT / ROBERTS FIELD

Establish Redmond Municipal Airport as the best airport of its size in the country.

- A. Maintain safety and security as the number one priority for the airport.
- B. Promote business activities on airport lands located inside the fence line.
 - i. Attract aviation related businesses to airport property within the fence line.
 - ii. Apply leasing strategies that are flexible and attractive to tenants yet comply with FAA and TSA requirements.
 - iii. Aggressively pursue physical improvements to airport facilities, increase amenities and enhance the customer experience.
 - iv. Pursue State, FAA, and other funding for development, expansion and preservation of the airport's physical facilities.
- C. Maximize the development potential of airport lands located outside the fence line.
 - i. Create and implement standardized leases for current and future leased properties.
 - ii. Ensure long-term relationships with property developers contain enforceable benchmarks and performance measures.
 - iii. Examine existing plans to determine viability of bringing water, sewer, and other necessary utilities, to undeveloped and unserved airport lands.
- D. Provide exceptional air service opportunities.
 - i. Actively work with the Central Oregon Air Service Team (COAST) to market the airport and the region to attract new commercial air carriers, and new and expanded routes.

- ii. Encourage regional cooperation to create a sustainable air service development funding strategy that could provide necessary incentives to attract additional commercial air carrier service.
- iii. Market the airport as an asset to commercial aviation businesses other than passenger carriers.
- iv. Use the Airport terminal and other opportunities to promote City amenities and attractions.

6. COMMUNITY ENHANCEMENT AND PARTICIPATION

Create an image and identity that generates a sense of community pride and ensures a high level of livability.

- A. Improve and beautify City assets through volunteer efforts.
- B. Improve the quality and amenities of Redmond neighborhoods.
- C. Invest in the use of public participation and community engagement in public policy decisions.
 - i. Use innovative approaches to public outreach and public participation.
 - ii. Recognize and celebrate the work of the volunteers who serve on City committees and commissions.
 - iii. Provide appropriate staffing and resources for the City's committee/commission structure.
 - iv. Celebrate the diversity of our community through Committees and Commissions
- D. Beautify and improve the major transportation corridors within the city.
- E. Plan, promote and develop bicycle and pedestrian facilities.
- F. Strive for an interconnected community of parks and open spaces.
 - i. Collaborate with community partners to ensure Redmond residents have access to parks and open space amenities.

7. COMPREHENSIVE PLANNING

Enhance the quality of life through adoption of programs, policies, and standards that balance growth while maintaining our unique character.

- A. Promote quality development.
 - i. Using the City Code and other tools, incorporate the Great Neighborhood Principles for both new and infill development.
 - ii. Review and drive livability goals for design requirements in residential and commercial development in Redmond.
- B. Support orderly annexation from Urban Growth Boundary.

- C. Update the Comprehensive Plan, the Transportation System Plan and associated plans that advance the City's long-term development goals.
- D. Work with partners on Emergency Management and Preparedness.
 - i. Coordinate emergency planning and preparedness exercises that require mobilization of facilities such as the Redmond Airport.
 - ii. Participate in Cascadia related emergency planning and preparedness.
- E. Identify housing objectives, policies, and implementation strategies to diversify the range of housing choices.

8. REGIONAL COOPERATION

Recognize Central Oregon as a whole is stronger than the sum of its individual parts and regional relationships are critical in Redmond's planning and decision-making process.

- A. Participate in and support the work of the Central Oregon Cities Organization and League of Oregon Cities.
- B. Maintain Redmond's positive working relationship with regional, national and statewide entities and governments.
 - i. Support countywide recreation initiatives through partnerships with the Redmond Area Park and Recreation District.
 - ii. Examine opportunities to create a stronger connection between Fairground activities and Redmond.
 - iii. Strategically promote the placement and appointment of Redmond representatives to committees that have state and regional significance.
 - iv. Strategically promote Redmond priorities and initiatives to appointed and elected state officials and statewide committees.
 - v. Maintain Council liaison assignments and advocacy on the Central Oregon Area Commission on Transportation; the Central Oregon Cities Organization; the Central Oregon Council on Aging; the Central Oregon Intergovernmental Council; the Deschutes County Fair Board and Fair Association; Deschutes Water Alliance; Economic Development for Central Oregon; Greater Redmond Historic Society; Housing Works; the League of Oregon Cities; Local Officials Advisory Committee; Local Public Safety Coordinating Council; NeighborImpact; Oregon Mayors Association; Redmond Area Park and Recreation District; Redmond Chamber of Commerce; Redmond Economic Development, Inc.; and the Redmond School District Board.
- C. Participate in the activities and groups that are addressing water related issues affecting the Deschutes River Basin.
- D. Provide leadership and participation on efforts to develop a corridor improvement plan and evaluate mechanisms to plan, prioritize and fund regional transportation system improvements to the US 97 corridor.
- E. Seek and utilize State and Federal economic development programs and grants.

9. URBAN RENEWAL

Invest resources to encourage new business investment in designated blighted areas that will grow the job base and strengthen and diversify the tax base in that area.

- A. Manage urban renewal area to ensure consistent program delivery and sufficient financial resources.
- B. Advance objectives of the Downtown Urban Renewal Plan to maintain the vitality of the downtown core; provide sufficient parking; make productive use of land; create opportunities for new development; relieve traffic problems and improve pedestrian safety; and provide new public amenities and open spaces
 - i. Complete the expansion of Centennial Park.
 - ii. Select a private developer and begin to move forward on the redevelopment of the Old City Hall site.
 - iii. Advance initiatives in the Medical District and Mid-Town area.
- C. Invest in infrastructure projects that make a demonstrable, positive impact on job creation and encourage private investment.
- D. Pursue catalytic projects through programs that maximize private investment and leverage urban renewal resources in order to grow the tax base.