

**CITY OF CANBY WORK SESSION  
CANBY CITY COUNCIL/URBAN RENEWAL AGENCY  
GOAL SETTING  
February 16, 2024**

**FACILITATORS:** Sara Wilson and Ashley Sonoff

**COUNCIL PRESENT:** Brian Hodson, Traci Hensley, Herman Maldonado (arrived late), James Davis, Jason Padden, Daniel Stearns, and Scott Sasse.

**STAFF PRESENT:** Eileen Stein, City Administrator; Maya Benham, Administrative Director/City Recorder; Don Hardy, Planning Director; Jamie Stickel, Economic Development Director/Communications Specialist; Jorge Tro, Police Chief; Jerry Nelzen, Public Works Director; Kevin Aguilar, Human Resources Director; Todd Wood, Transit, Fleet, & IT Director; and Marisa Ely, Library Director,

**CALL TO ORDER:** Mayor Hodson called the Goal Setting Work Session to order at 8:45 a.m. in the Council Chambers.

**WELCOME/AGENDA OVERVIEW:** Sara Wilson, Facilitator, welcomed everyone and reviewed the agenda and workshop outcomes.

The Council and Leadership Team discussed the process and established a list of rules for success.

**CORESTRENGTHS TRAINING:**

Facilitator Wilson discussed the results from the Motivational Value System (MVS) personality assessment.

The Council and Leadership Team shared their strengths and broke up into small groups for an activity to share positive feedback they had received from others, describe when they were most engaged at work, and what triggered conflict for them. There was further discussion regarding the motivations for each type as it pertained to people, performance, and process.

Facilitator Wilson discussed the team strengths portrait, dealing with conflict, the roles of Council and Leadership Team, and expectations for these two groups to work together.

**ENVIRONMENTAL SCAN:** Everyone highlighted accomplishments from last year and noted those who contributed to the successes.

**LUNCH:** The group recessed for lunch at 12:12 p.m. and reconvened at 12:48 p.m.

**CONTEXT WRAP-UP:** Everyone discussed the strengths, weaknesses, opportunities, and threats for where they currently were. The challenges identified were IT, contracts, and remote work.

Eileen Stein, City Administrator, reviewed the results of the employee survey regarding remote work. Employees appreciated the ability to work a hybrid schedule, however there were complaints about employees not responding to phone calls when they were at home.

Councilor Hensley said only 50% of employees filled out the survey. She did not think the questions were appropriate. The hybrid schedule impacted customer service and she thought everyone should be back in the office.

Councilor Stearns thought customer service issues needed to be handled by administration.

Councilor Davis said employees should be in the office and accessible to citizens. He thought City Hall should open earlier than 9 a.m.

Councilor Maldonado thought if staff were hired to work for the public, they should be accessible to other staff and the public.

Mayor Hodson thought working from home should be an option and it was up to the City Administrator to make that decision.

Councilor Padden said most employees were not remote working every day. There were benefits to having employees work from home and this was an evolving work environment. The City Administrator managed staff and should make the decision.

Councilor Sasse thought it should be the City Administrator's call for remote work. He wanted to make sure people could contact staff and thought City Hall's hours needed to be changed.

Facilitator Wilson said there was consensus to leave it at the administration level but shore up the policy to emphasize customer service and accessibility.

Todd Wood, Transit, Fleet, & IT Director, gave a background on IT that was contracted, then brought in house, and then changed back to a contract. He was going to send out an RFP to see what the costs would be for in house vs. contract.

Councilor Hensley said the Budget Committee was not happy with the decisions that had been made by the previous City Administrator and Assistant City Administrator. She was glad they were going out for an RFP.

Councilor Stearns thought it was a decision to be made by the current City Administrator. There needed to be better continuity and stability in this department.

Councilor Davis wanted to see the pros and cons and costs of the options.

Mayor Hodson thought it was up to the City Administrator to decide how it fit in the budget.

Councilor Padden said this was an internal issue. He did not think there would be a good comparison between past and current costs because of the chaos of the last few years. If there

was an RFP, he thought it should be comparative to services, similar to what they were doing for the City Attorney. This was an Administrator decision.

Councilor Sasse wanted to get the best service for the best price. Councilor Maldonado agreed.

Facilitator Wilson said there was consensus that this was an Administrator decision, but there were budget considerations to address.

Ms. Stein did not think they could compare what they had in the past to what the service needed to be now. They had to have adequate services for the future and that was what the RFP would be looking at.

Don Hardy, Planning Director, said broadcasting meetings was a key component to the IT service. There had been a lot of good changes since Mr. Wood took over the IT department.

Jerry Nelzen, Public Works Director, agreed that good progress had been made.

Marisa Ely, Library Director, said good IT support did cost money. They wanted good service, as well as security.

Facilitator Wilson discussed challenges that had come up from the outreach conversations. Under the area of problems, they had looming budget shortfalls, limited staff capacity, staff retention and turnover, unclear roles between staff and Council, staffing and leadership instability, clarity on Council priorities, changes in employment law, growing pains from a small to medium size city, and preemptive state laws regarding land use and affordable housing requirements. This was a time of change for the organization, and she thought they should be mindful of not overwhelming the plate or adding too much. She asked if anything else should be added to the list.

Councilor Stearns said better responsiveness and interaction between the public and City.

Councilor Davis thought public outreach and community partnerships.

Facilitator Wilson discussed opportunities. These included leadership stability and strong staff team, more staffing for increased service levels, downtown economic development, evaluating potential revenue options, community engagement, sports complex, future urban renewal for the industrial area, TSP update, UGB expansion, and Comprehensive Plan update. She asked for an update on the sports complex.

Ms. Stein said there was an organization who prepared a set of renderings for a sports complex at Molalla State Park, but that site would not work. They were in the process of preparing renderings for a different site in the Industrial Park outside of the UGB. It had not been determined who would buy the property and who would manage the site.

Councilor Davis said it was a priority for the Parks and Recreation Advisory Board. Staff was going to look at funding options if the Council wanted to move forward with purchasing the property. Staff was going to look at the new renderings in an upcoming meeting.

Facilitator Wilson said the threat identified was collective bargaining agreements being unsuccessful. The Council and staff did not see this as a threat.

There was consensus that the threats were: lack of revenues, election cycle and a shift of priorities, big asks from the community for future projects and bonds, inflation and increased costs for services, new state legislation and changes to local control, public discontent and misinformation, lack of community involvement and shift in leadership, investing in infrastructure and deferred maintenance, staff morale, increase in crime, and the houseless.

Facilitator Wilson said the strengths included: community events, Leadership Team, the City was a desirable place to live, public safety, schools, the City was fiscally responsible, Industrial Park, diverse tax base, business owners, passionate citizens, infrastructure, good community partners, ISO rating, the City had its own public utility and was self-sufficient, commitment to economic development, and Canby Adult Center,

The group recessed for a break at 1:57 p.m. and reconvened at 2:07 p.m.

### **GOAL REFINEMENT PART 1:**

Facilitator Wilson gave an overview of the following goals:

Promote Financial Stability

Align Resources to address future community growth

Plan a transportation system that eases the impacts of growth

Develop a more robust parks and recreation program aligned with the Parks Master Plan

Enhance engagement and communications that represent broad perspectives

Staff gave a status report on the goals and objectives.

Everyone broke into small groups to work on refining the goals at 2:20 p.m. for 25 minutes.

### **GOAL REFINEMENT PART 2:**

#### **Goal 1 - Promote Financial Stability**

Changes to this goal included:

1.1 – Change the word “revisit” to “present to Council” regarding the reserve policy.

1.2 – Remove “evaluate the City’s fee structure.” Move the Park Maintenance Fee evaluation to Goal 4 and make a separate goal for the evaluation of the Street Maintenance Fee.

1.3 – Remove the entire goal.

1.4 – Remove the entire goal.

Add a goal to explore revenue stream options and present recommendations to Council by December 2024, to include an evaluation of a grant writer position, franchise fees, and SDCs.

#### **Goal 2 – Align Resources to Address Future Community Growth**

2.1 – Add the Housing Production Strategy.

- 2.2 – Remove the entire goal.
- 2.3 – Add completion dates.
- 2.4 – Add completion dates.
- 2.5 – Remove the entire goal.
- 2.6 – Change the wording to “finalize the exit strategy for the Urban Renewal District. Strategize moving staff, materials, and services to the General Fund.”
- 2.7 – No change.
- 2.8 – No change.
- 2.9 – present at Budget Committee meeting.

**Goal 3 – Plan a Transportation System that Eases the Impacts of Growth**

- 3.1 – No change.
- 3.2 – Continue the goal and focus on N Pine Street.  
Add a goal to revisit the Downtown Parking Plan.  
Add a goal to establish the level of service for streets and set the Street Maintenance Fee accordingly.

**Goal 4 – Develop a More Robust Parks and Recreation Program Aligned with the Parks Master Plan**

- 4.1 – No change.
- 4.2 – No change.  
Add a goal to evaluate funding and property for the sports complex.  
Add a goal to develop short and long term strategies for the Adult Center and Swim Center.  
Add a goal to evaluate the financial sustainability of funding the City’s park system including the Park Maintenance Fee and Parks District.

Deciding what to do with the Traverso property and pedestrian ADA access to Community Park were put on the parking lot list.

It was noted that the Parks and Recreation Advisory Board was looking at how much money was in the SDCs fund and updating the CIP for parks to send a recommendation to the Council.

There was discussion regarding an RV dump site. It was added to the parking lot list.

**Goal 5 – Enhance Engagement and Communications that Represent Broad Perspectives**

- 5.1 – No change.
- 5.2 – No change.
- 5.3 – No change.
- 5.4 – Remove the entire goal.
- 5.5 – No change.
- 5.6 – Remove the entire goal.
- 5.7 – Change to “review and update Council policies and guidelines” with a note that part of the review would be the Council appointment process.  
Add a citizen’s academy for engagement.

There was discussion regarding the Oregon Pacific Railroad's request for funding for a fence. There was consensus that this was not a goal to add to the list.

**NEXT STEPS:**

Facilitator Wilson said the updated document would be sent to the Council. They would need to discuss prioritizing the goals and team agreement at a future meeting.

Everyone gave feedback on today's experience. Staff appreciated being involved in the process and Council appreciated making progress on the goals and input from staff.

The meeting was adjourned at 4:00 p.m.



Maya Benham, CMC  
City Recorder



Brian Hodson  
Mayor

Assisted with Preparation of Minutes – Susan Wood