City Council
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EUGENE CITY COUNCIL AGENDA

December 14, 2022

12:00 p.m. CITY COUNCIL WORK SESSION

City Council meetings will continue to be held in hybrid format using in person and virtual meeting technology. Information about online or other options for access and participation will be available at https://www.eugene-or.gov/3360/Webcasts-and-Meeting-Materials

NOTE: This agenda has been amended to add agenda item , a continuation of Interim City Council Appointment, Ward 7

Meeting of December 14, 2022;
Her Honor Mayor Lucy Vinis Presiding

Councilors

Greg Evans, President	Matt Keating, Vice President
Mike Clark	Emily Semple
Randy Groves	Alan Zelenka
Jennifer Yeh	

12:00 p.m. CITY COUNCIL WORK SESSION

1. **WORK SESSION: Interim City Council Appointment, Ward 7**
2. **WORK SESSION: Eugene Public Library – Year 1 Levy Report**
3. **WORK SESSION: Strategic Planning Update**

The Eugene City Council welcomes your interest in these agenda items. This meeting location is wheelchair-accessible. For the hearing impaired, an interpreter can be provided with 48 hours' notice prior to the meeting. Spanish-language interpretation will also be provided with 48 hours' notice. To arrange for these services, contact the receptionist at 541-682-5010. City Council meetings are telecast live on Metro Television, Comcast channel 21, and rebroadcast later in the week.

El consejo de la Ciudad de Eugene agradece su interés en estos asuntos de la agenda. El lugar de la reunión tiene acceso para sillas de ruedas. Se puede proveer a un intérprete para las personas con discapacidad auditiva si avisa con 48 horas de anticipación. También se puede proveer interpretación para español si avisa con 48 horas de anticipación. Para reservar estos servicios llame al 541-682-5010. Las reuniones del consejo de la ciudad se transmiten en vivo por Metro Television, Canal 21 de Comcast y son retransmitidas durante la semana.

For more information, contact the Council Coordinator at 541-682-5010,
or visit us online at www.eugene-or.gov.

EUGENE CITY COUNCIL
AGENDA ITEM SUMMARY

Work Session: Eugene Public Library – Year 1 Levy Report

Meeting Date: December 14, 2022 | Agenda Item Number: 1
Department: Library, Recreation and Cultural Services | Staff Contact: Will O'Hearn
www.eugene-or.gov | Contact Telephone Number: 541-682-5363

ISSUE STATEMENT
The purpose of this update is to report to the community on the first year of expanded library services made possible with levy funding.

BACKGROUND
On November 3, 2020, the City of Eugene voters approved Measure 20-309 to fund expanded Eugene Public Library services for five years beginning July 2021. The expanded services promised in the levy were in three categories:

1. More hours and access
2. More programs for all ages
3. More materials and technology

Accountability and transparency were built into the levy measure through an annual review by the citizen Library Advisory Board.

PREVIOUS COUNCIL DIRECTION
This item relates to the following City Council Goals:

- Accessible and Thriving Culture and Recreation: A community where arts and outdoors are integral to our social and economic well-being and are available to all.
- Sustainable Development
- Effective and Accountable Municipal Government

COUNCIL OPTIONS
This is an informational item.

SUGGESTED MOTION
No motions provided.

ATTACHMENTS

A. Eugene Public Library: Year 1 Levy Report as approved by the Library Advisory Board
B. Memo to City Manager Sarah Medary from the Library Advisory Board Chair, Hilary Mankofsky

FOR MORE INFORMATION

Staff Contact: Will O'Hearn
Telephone: 541-682-5363
Staff E-Mail: wohearn@eugene-or.gov

YEAR 1 LEVY REPORT
measure 20-309

Eugene Public Library

HOURS & ACCESS

1 million

Circulation increased over FY21

PROGRAMS & SERVICES

11,645

Summer Reading program attendance

MATERIALS & TECHNOLOGY

334,067

Digital offerings increased

ACCOUNTABILITY & TRANSPARENCY

Since its creation nearly 120 years ago, Eugene Public Library has been a pillar of our city. The library's mission has been to support an informed community, foster lifelong learning and instill the love of reading by providing access to a universe of ideas to everyone.

That dedication hasn't wavered. Through the ebbs and flows of life, the library has remained a place of sanctuary. Even during the COVID-19 pandemic, we continued to provide access to programs, services, materials and technology – even if it was at a reduced level. We changed the way we served and met people's needs, and even with limited hours, our locations remained some of the most visited and utilized places in the city. People said the library was a lifeline for them during the long months of the pandemic.

This levy report covers the time period of July 1, 2021, to June 30, 2022, which includes part of the second year of the pandemic and the months of reopening and increasing of services.

As vaccines became available and infection numbers dwindled, we started to bring back offerings that were suspended. This is the first year of a new five-year operating levy passed by Eugene voters by an overwhelming 76%.

As you will read, FY21-22 was about bringing services back to a pre-pandemic level. About opening our doors and welcoming people back. While our digital doors never closed, our in-person offerings were limited, and we worked diligently to bring back beloved programs like storytimes. We continued the work of upholding our promise to voters by increasing access to materials and technology through our Library of Things. We also have been working to diversify our collection to better represent our diverse population.

The library is a place for everyone. We provide free cultural and educational programs for all ages that support a lifelong love of reading and provide a focus on literacy and informing our community. Your library card is now more powerful than ever.

HOURS & ACCESS

Access to services and resources are at the core of our mission at Eugene Public Library. Whether in person or online, access to free materials helps create an informed community.

Our levy promise was to maintain the existing level of library services funded by the 2015 levy. We promised to preserve 47 open hours a week across the Downtown Library and Bethel and Sheldon branches. As we emerged from the restrictions of the pandemic, we did that, providing increased opportunities for cardholders to borrow materials and use resources.

On Nov. 1, 2021, we expanded open hours in a return to our pre-pandemic hours. We again opened the Downtown Library on Sundays and both branches again offered evening hours. When added to the increased access we provided to virtual offerings, our community has more opportunities than ever.

One of the biggest impacts of pandemic restrictions was on physical visitors. In FY21 we saw just under 189,000 people in our facilities. With the loosening of rules, we saw a flood of people in FY22 that pushed our visits to 505,270. The largest gain was at the Downtown Library where visits more than doubled in a year. For perspective, before the pandemic, we had more than 1.1 million visits. While it may seem as if things are returning to normal, there is still work to be done.

During the past year we also increased registered users by 7,441. The total number of cardholders in FY22 was 112,695.

Staff participated in a variety of outreach events, including the 10-day Downtown Riverfront Festival that ran during the World Athletics Championships in July 2022 hosted at Hayward Field. Additionally, staff were at events for Juneteenth, Pride, the Asian Celebration and multiple school and neighborhood gatherings. In all, we attended 175 offsite programs.

Every day, we continue to build partnerships to increase this access. The Friends of the Eugene Public Library and Eugene Public Library Foundation are partners in this work, and recently our relationships with both Bethel and 4J school districts yielded even more opportunities for vulnerable, underserved and unhoused populations around our community.

A PLACE FOR ANYONE

The library is a place for anyone, and a few policy shifts make this even more true now. In May 2022, we announced the library would no longer charge overdue fines and any existing fines were removed from accounts. This follows the move in 2020 when we stopped charging overdue fines for children's and teen items.

The risk of incurring those fines also led people to borrow fewer items or not use our services at all.

"Eugene Public Library's mission is to make books and other items and services easily available to the community," Library Director Will O'Hearn said. "Overdue fines can get in the way. Plus, the fines can easily add up, especially for anyone already facing financial challenges."

In another expansion, we now issue free cards to all children from birth to kindergarten in 4J and Bethel school districts, even if they live outside city limits. Since 2020 all students have been able to receive a free card, and this expansion waives the usual nonresident fee. This increased access to 1,200 students and 460 young children combined.

Total circulation increased by nearly 1 million from 1.64 million to 2.57 million. A big reason for this was the implementation of auto-renewals. Automatically renewing an item increases access and equity because it allows people who can't make it to the library regularly to keep materials until they are finished with them.

All three locations saw large increases in circulation, with the Downtown Library doubling from FY21 to FY22.

TOTAL CIRCULATION

2.57 million ITEMS

Downtown	1.66 million
Bethel Branch	181,029
Sheldon Branch	252,223
Virtual	480,448

PROGRAMS & SERVICES

Books and resources make up just a part of what Eugene Public Library offers. As we emerged from pandemic restrictions, it was our free, diverse programming that people were eager to see return. We were eager to bring back programs that served kids, teens and adults, and to provide the many onsite services that our community values.

Our levy promise for this second five years was to maintain the 1/3 increase in programming we sustained in the first levy. We promised to maintain the Maker Hub equipment and sustain the increased offsite delivery of programs and the Library Van.

While we have not yet reached pre-pandemic program numbers, we made significant progress with an increase from 345 events in FY21 to 580 in FY22. Attendance at these programs also approached pre-2020 levels, going from 5,761 to 17,228.

The library took a phased approached to reintroducing programming to account for temporarily limited staff capacity. In-person storytimes made a joyous return, much to the excitement of families around the community. Our preschool programming went from 52 to 320 events and attendance just from those events leaped from 766 to 10,755. During the pandemic, connections for small children were lost, and we were thrilled to bring back this critical piece of early literacy.

Our young adult offerings also more than doubled to 836, continuing a trend of the library engaging teens by focusing on meeting them where they are and providing safe areas for them to hang out in our spaces.

In FY21, we began circulating maker kits to allow the community to learn about and use maker tools and technology in their own homes. We continued to build on this extremely popular service and expand our maker experiences for the community by providing even more items like 360-degree cameras, button makers, lap looms, slide scanners and more.

SUMMER READING PROGRAM ATTENDANCE

11,645

A Eugene Public Library card provides opportunities to check out a wide variety of tools, toys and other items for learning, creativity and fun. From cameras to sewing machines to robotics kits, our Library of Things offers ways to explore new interests, to learn new skills or to borrow instead of buying.

We're expanding the Library of Things to include many new items and whole new categories, and we also listen to the public about what they would like to see available for checking out.

The Library of Things builds off other popular initiatives such as the Wi-Fi hotspot loan program and the seed library. The Library of Things collection was one response to pandemic restrictions in our efforts to fulfill our levy promise of maker opportunities. It's all about providing access and training to things that someone might use just once or see as too cost-prohibitive to own.

MATERIALS & TECHNOLOGY

Eugene Public Library continually works to maintain a diverse collection of materials for our community. That means making items available in physical and digital forms as well as providing access to a broad range of materials and technology.

Our levy promise was to maintain the library's budget for books, movies, eBooks and other items as well as to maintain and replace internet-ready devices at Bethel and Sheldon branches.

As things began to open back up, we increased our computer access for community members. Libraries play a critical role in bridging the digital divide through internet access and online training. From job hunting to staying in touch with distant loved ones, being able to log on to the web is an important part of life in 2022. The total number of computer sessions in FY22 was 52,479, up from 12,481 in FY21.

One important way we did this was by creating a Wi-Fi hotspot borrowing program. To determine feasibility, Eugene Public Library Foundation first sponsored a pilot project with additional support from Eugene Metro Rotary and partner agencies First Place Family Center, White Bird and 15th Night. Following the success of the trial run, the Foundation joined with the Friends of Eugene Public Library to raise $60,000 to purchase 300 hotspots to lend. The campaign surpassed its goal. Generous individual donors as well as the Oregon Library Innovation Fund of Oregon Community Foundation gave a total of $102,000, which allowed the project to launch with 500 hotspots – 250 to lend and 250 supplied to local agencies that serve unhoused community members and others facing barriers to internet access.

Our overall collection grew to 1,600,286 items. **We increased digital offerings** from 793,485 to 1.13 million, while reducing our physical collection by approximately 9,000 items.

FY2022 MATERIALS

ITEMS

Physical Collection
472,734

Digital Collection
1.13 MILLION

325,173
MATERIAL INCREASE

COLLECTION SIZE 1,600,286

The library collection is ever-evolving. Staff monitor the use of materials and work to replace items that fall out of circulation with ones that diversify and enhance the collection. It's no longer just about adding to the collection but diversifying titles to align with the interests of the community.

One example is an effort to purchase more items from Native American book publishers and other independent publishers who focus on people of color. This is important not only to reflect the cultures of the people whose land we occupy but to uplift the stories of Indigenous folks throughout the Pacific Northwest, the United States and Canada. These stories historically were often not told or told through a white lens. Bringing in voices and views of Indigenous creators allows for the full story to be shared and for everyone to have a deeper understanding of Native cultures and struggles. Crucially, this isn't just telling the stories of their past, but the stories of now, respecting Native people and their rightful place in current society.

ACCOUNTABILITY & TRANSPARENCY

Trust and libraries go hand in hand. The staff at Eugene Public Library takes the community's trust seriously. Study after study prove libraries remain highly trusted because of their proven ability to foster and share knowledge and to maintain people's privacy.

Our levy promise

is to guarantee accountability and transparency. In this measure, we promised to separate levy fund budgeting and accounting per state law, to prepare an annual staff summary of spending and performance measures, an annual review by the citizen Library Advisory Board and an annual City Manager's report to City Council.

SOME DETAILS ON FY 2022 LEVY SPENDING:

The Library Local Option Levy is set at $2.85 million per year for five years, in accordance with state law restrictions regarding how levies are structured.

FY 2022 LIBRARY EXPENDITURES

Levy Funds	$2,322,515*
General Fund	$11,662,487
Misc. Trust Funds	$184,671
	$14,169,673

*Each year of the levy, we intentionally reserve funds as part of budget planning for the full five years. While the levy provides the same amount of revenue each year, spending fluctuates because of ongoing expansion of services as well as increased costs, inflation and other factors. Funds are budgeted in order to ensure the ability to fulfill levy promises throughout the duration.

This report shows one side of the levy story. The greater picture, though, shows how access to programs, materials and resources contribute to a more informed and engaged community. This is evident in countless stories from the public.

After all, libraries are not just about books, they are about people. The extended levy services helped us meet the needs of the community even while we continue to adjust during the pandemic. Library staff, partners and volunteers spend every day supporting an informed community and fostering lifelong learning and a love for reading. That's at the heart of our work.

We're committed to free access to the universe of ideas and information for our community as we serve through changing times. That dedication allows Eugene Public Library to adapt and remain essential to the lives of residents, and keeps our library a truly public place.

In November 2020, Eugene voters overwhelmingly supported the passage of Measure 20-309, which provides an additional five years of support for library services.

Ongoing levy information is available to the public at eugene-or.gov/levyinfo. This report will also be available online after review from the Library Advisory Board and City Council.

541-682-5450
eugene-or.gov/library

Eugene Public Library

Eugene Public Library

November 30, 2022

To: Sarah Medery, Manager
City of Eugene

From: Hilary Mankofsky, Chair
Eugene Public Library Advisory Board

Re: Report on the 1st Year of the Library Levy, measure 20-309

The Eugene Public Library Advisory Board is pleased to present this report for the first year of the new Library Levy. In November of 2020, the City of Eugene voters overwhelmingly approved Measure 20-309 to fund expanded Eugene Public Library services for five years beginning in July 2021. The citizen Library Advisory Board has the responsibility to annually review the levy performance to ensure accountability and transparency.

Although this letter is about the levy report, I think it's important to acknowledge that libraries are so much more than the books and materials that are held in the building, they are about the people who frequent them. The Eugene Public Library continues to be a sanctuary for many people, providing much needed services. Among those include fostering a love for reading and lifelong learning and allowing for an informed community. It's the immense job of the library staff to not only continue to implement the levy responsibly but also meet the individual needs of the community, and the Eugene Public Library has proven itself extremely capable of doing so.

As you will read in the attached report, the focus of Eugene Public Library's levy implementation is: *"Promises made, Promises kept."* The expanded services promised in the levy were in three categories:

1. Hours and Access
Promises made: The library promised to maintain the existing level of library services funded by the 2015 levy. They promised to preserve 47 open hours a week across the Downtown Library and Bethel and Sheldon branches.

Promises kept:
As pandemic restrictions were lifted, the library did that! In November of 2021, the library expanded open hours and with those expanded hours came all of the folks. In FY 2021, just under 189,000 people visited the library and in FY 2022, over 505,270 people visited the library. The library also went out into the community, attending 175 off site programs. In addition to providing more hours, the library has made significant changes to provide more opportunities for access. There are no longer any library fines for overdue materials, and all current fines for overdue materials have been forgiven. All children who are in the Bethel and 4J School district boundaries are automatically eligible for a free library card, even if they do not live within city limits.

2. Programs and Services
Promises made: For this new library levy, the Library promised to maintain the ⅓ increase in programming they sustained in the first levy. They promised to maintain the Maker Hub equipment and keep the increased off site delivery of programs and the Library Van.

Promises kept: Although the library has not yet reached pre-pandemic numbers, they went from 345 programs in FY 21 to 580 in FY 22. The Library continues to provide sustainable services that only grow in number, and while the program numbers might not be where they hoped to be, they will continue to climb as staff capacity grows. Young Adult offerings

have more than doubled in number, and the library is truly meeting them where they are at and providing programming that is meaningful for them. The Library is also providing maker kits and expanding the Library of Things so that people have access to items they aren't able to afford and items they might want to try before buying. Either way, it's an incredible resource that the Library is able to offer. And it's another way that the Library is showing itself to truly be a pillar in the community, able to pivot and provide what the community is looking for, and be creative with the growth and offerings that are on hand.

3. Materials and Technology

Promises made: The library promised to maintain its budget for books, movies, eBooks as well as to maintain and replace internet-ready devices at Bethel and Sheldon branches.

Promises kept: The total number of computer sessions in FY 21 were 12,481. In FY 22, that number went up to 52,479. With the Eugene Public Library Foundation, Friends of the Eugene Public Library, and other generous sponsors, the Library was able to purchase 500 wifi hotspots. 250 of those hot spots are available to lend (and they do not sit on the shelf!) and 250 were provided to local agencies that serve unhoused community members and others facing barriers to internet access. In addition, the overall library collection grew to 1,600,286 items, increasing by 325,173.

In closing, as a Library Advisory Board we are so proud to write this letter in support of the Eugene Public Library and all that they have accomplished this past year.

EUGENE CITY COUNCIL
AGENDA ITEM SUMMARY

Work Session: Strategic Planning Update

Meeting Date: December 14, 2022
Department: Central Services
www.eugene-or.gov

Agenda Item Number: 2
Staff Contact: Sarah Medary
Contact Telephone Number: 541-682-5010

ISSUE STATEMENT

The City of Eugene is in the process of developing a Strategic Plan informed by the results of the 2022 Community Survey, the City's current financial and workforce conditions, and council's overarching policy priorities. Mayor Vinis, City Council, Executive Leadership, and staff representatives from across the City organization met for a 2-day facilitated workshop on September 23 and 24 to build the foundation for the draft plan. Staff will provide Council with an update regarding the development of the strategic plan and will seek council's feedback on the progress to date.

BACKGROUND

The Eugene City Council's current Vision, Values, Goals and Outcomes, last updated June 28, 2021, guides the work of the City organization (see Attachment A). The development of an organization-wide strategic plan will further clarify and assist the City organization in aligning and focusing its work with these priorities and the community's needs.

2022 Community Survey

During the summer of 2022, the City conducted the first comprehensive Community Survey since 2012. The Community Survey was administered in two different ways: (1) a random, representative sample of community members who received the survey in the mail and (2) an online version that any community member could take. A total of 958 community members participated in the representative survey, and an additional 815 community members completed the online version of the survey. The 2022 Community Survey results were presented to council in a work session on September 21, 2022. These results provide an insight to the community's current experience and values, will help to serve as a benchmark in assessing the Eugene community's sentiment and experience over time, and inform the development of the organization's strategic plan.

Current Financial and Workforce Condition

The City Council received an update on the City's current financial condition and an update regarding the City of Eugene workforce during a work session on September 14. While staff had previously projected a General Fund gap of around $10 million beginning in FY24, economic conditions continue to shift, and revenues will be further out of alignment with expenses than

previously expected. Importantly, the projected gap does not include critical services the City has been providing with one-time dollars from the American Rescue Plan Act and reserves. The General Fund gap along with a very competitive job market, record number of non-represented employee exits, and growing workloads present significant challenges in building a healthy and resilient workforce to carry out services at a time when community demands are increasing.

Strategic Planning Workshop

The Strategic Planning Workshop on September 23-24, 2022 included Mayor Vinis and the eight City Councilors, the members of the City Executive Leadership team, and 28 staff from across the organization. Facilitated by Bailey Strategic Innovation Group, the workshop helped to ground participants in the steps of creating a strategic plan. This included a results-orientated statement exercise to guide the plan; the identification, development and definition of key focus areas; the initial development of results-oriented goals; and actions that could contribute to the achievement of the goals during the plan period.

City of Eugene Results Oriented Statement

The following results-oriented statement was developed collaboratively during the workshop to guide the development of the plan:

> "The community is at an inflection point, facing urgent needs amidst unprecedented uncertainty and challenge. We need to approach those needs in a new way. This team is passionate, capable, caring and innovative. As public servants, we are responsible for delivering better results. We have the opportunity to meet our unique needs to build a safe community where everyone belongs.
>
> We can achieve this by tapping the collective wisdom and talent of our community to ensure clear direction, allocation of resources, and better outcomes. People will want to stay and continue the journey."

Key Focus Areas

Through a process of collaboration and iteration, the City of Eugene identified five key focus areas for the strategic plan: (1) Urgent Community Needs; (2) Communication & Outreach; (3) Culture of Belonging; (4) How We Do Our Work; (5) People, Time, and Money.

These key focus areas were defined as follows:

> *Urgent Community Needs*
> Prioritize crises that are, or may degenerate into problems impacting health, safety & welfare.
>
> *Communication & Outreach*
> A city that informs, listens and understands what the community wants & needs. A community that understands, participates and has confidence in what their city is doing.
>
> *Culture of Belonging*
> We are cultivating a community where everyone feels included, respected, and valued as they are. A community united in uplifting the diversity of identities and experiences to provide

equitable access to resources and opportunity.

How We Do Our Work
The city organization is most effective when there are clearly defined priorities and outcomes, flexibility for staff talent and room for innovation where we can measure progress and shift when needed.

People, Time and Money
Establish a sustainable foundation for council support and to ensure employee retention and development to create capacity to accomplish strategic goals.

Next Steps
Staff will be seeking council's feedback on these key focus areas before further refining associated draft goals and metrics, and subsequently engaging staff organization-wide in the development of the action plan.

PREVIOUS COUNCIL DIRECTION
February 14, 2022, Work Session
City Council received an update regarding a Priority Based Budget process including discussion regarding the forthcoming strategic planning process.

March 9, 2022, Budget Committee
The Budget Committee, which includes the members of Eugene City Council, received an update regarding a Priority Based Budgeting process which included discussion of strategic planning.

June 15, 2022, Work Session
City Council received a presentation on the methodology and general subject areas for the 2022 Community Survey.

September 14, 2022, Work Session
City Council received an update on the City's financial condition as well as an update on the City of Eugene workforce in advance of the strategic planning workshop.

September 21, 2022, Work Session
City Council received a presentation regarding the results of the Community Survey, which informs the City's strategic planning.

September 23 & September 24, 2022, Workshop
City Council, executive team, and staff participated in a 2-day facilitated workshop to develop the framework and draft plan informed by the council's priorities, the community survey results, and the current financial and workforce conditions.

COUNCIL OPTIONS
Informational only.

ATTACHMENTS

A. Eugene City Council Vision, Values, Goals and Outcomes, June 2021

FOR MORE INFORMATION

Staff Contact: Sarah Medary
Telephone: 541-682-5010
Staff E-Mail: smedary@eugene-or.gov

Eugene City Council Vision, Values, Goals and Outcomes

Adopted June 28, 2021

VISION AND VALUES

We are all Eugene.

We value all people, encouraging respect and appreciation for diversity, equity, justice, accessibility, and well-being. We recognize and appreciate our differences and embrace our common humanity as a source of our strength.

We are responsible stewards of our physical assets and natural resources. We will sustain our clean air and water, beautiful parks and open spaces, livable and safe neighborhoods, and foster a thriving downtown, including stable and accessible infrastructure.

We encourage a strong, safe, sustainable, and vibrant economy, fully utilizing our educational and cultural assets.

We listen to, serve, and include all who live, work, and play here; seeking ways to foster unity and stronger connections across Eugene.

We respond and take actions so that every person has an opportunity to thrive in Eugene.

GOALS AND OUTCOMES

Safe Community for Community Wellbeing

A community where all people are safe, valued, and welcome, and our systems and infrastructure are resilient and secure.

- Increased response to, and decreased incidents of, hate and bias crimes
- Improved resilience for natural and human caused disasters
- Increase security of information technology systems
- Improve safety of transportation system and implement Vision Zero

EXISTING OUTCOMES TO BE UPDATED

- *Decreased property crime*
- *Greater sense of safety (especially downtown)*
- *Visible and accessible police presence*
- *Better police/community relations*

Sustainable and Accountable Development

A community that meets its present environmental, economic, and social needs while planning for and investing in the ability of future generations to meet their own needs.

- Encourage and sustain downtown, transit corridors, and riverfront growth
- Work to create jobs and prosperity and decrease unemployment
- Support resilient small and local business environment
- Refresh and sustain our Triple Bottom Line Lens - decision-making that weighs benefits to and impacts on social equity, economy, and the environment
- Increase access and options to housing and shelter
- Enhance our natural landscape and green infrastructure systems

Accessible and Thriving Culture, Parks and Recreation

A community where arts and outdoors are integral to our social and economic well-being and are welcoming to all.

- Accessible, inclusive, and equitable to our diverse communities
- Preserve strength in arts, culture, and the outdoors
- Invest in arts and culture as an economic engine

Equitable, Effective, Accountable Municipal Government

A responsive government that is transparent and open; we listen and work collaboratively and fairly with the community, providing accessible, equitable, effective, and efficient services to achieve measurable and positive outcomes.

- Transparent and interactive communication
- Public engagement that involves the community broadly
- Stronger public, private and intergovernmental relationships
- Inclusive and equitable systems and services

Fair, Stable and Adequate Financial Resources

An innovative government whose ongoing financial resources are based on a fair and equitable system of revenues and are adequate to maintain and deliver municipal services.

- A long-term sustainable budget
- New or expanded revenue sources
- Accessible and transparent financial information