



2020 CITY OF HOOD RIVER ANNUAL WORK PLAN



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I. PURPOSE



The City of Hood River's 2020 Work Plan identifies the highest priority policy projects for the year. The Work Plan is organized by City Council's goals and outlines strategies and projects aligned with these stated goals.

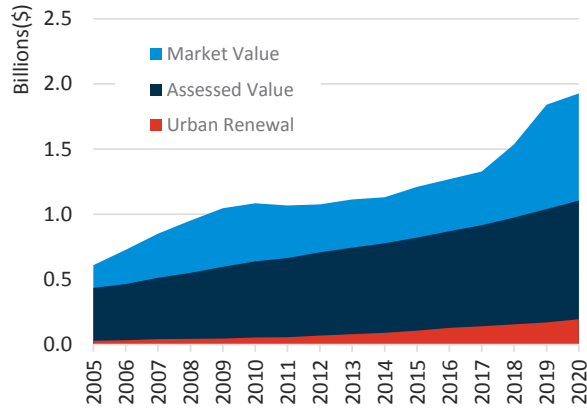
Each year, the City Council's annual work plan session provides an opportunity to revisit high-level goals and identify key strategies, action items and projects to be undertaken by the organization.



City Council on January 13, 2020

II. CITY STATISTICS AND PUBLIC ASSETS

The City of Hood River owns and maintains more than \$80 million in physical assets, including streets, utilities and buildings. These assets support the community's private investments of nearly \$1.9 billion.

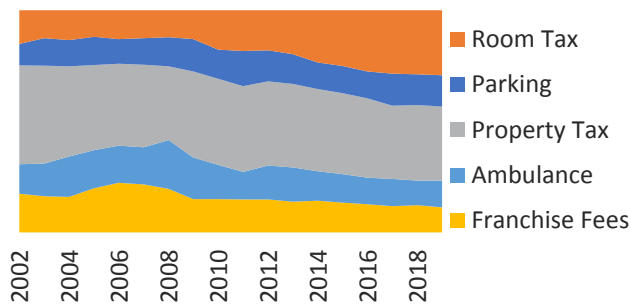
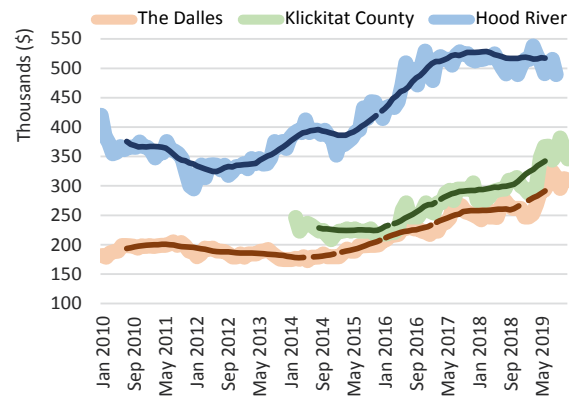


PROPERTY VALUATION

Property tax rates are applied to assessed values to calculate annual tax bills. Assessed value is different than real market value because growth in assessed value is capped under state law. Urban Renewal temporarily sets aside a portion of assessed value for economic development projects in designated districts. Real Market Value in the City grew 4.6% to \$1.9 Billion in 2019-20.

MEDIAN LIST PRICE

Home affordability has been a major City Council goal for the last four years. The City has initiated several housing strategies. As of early 2017, Hood River's housing costs have shown signs of moderating while neighboring communities continue to become increasingly expensive.

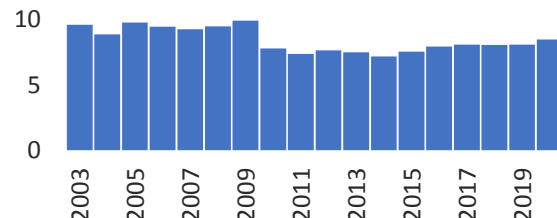


MAJOR REVENUE SOURCES

Hood River is fortunate to have diverse revenue streams and industries. This generally fosters financial stability. However the City's finances have become incrementally more tourism dependent as Transient Room Tax growth outpaces other revenues.

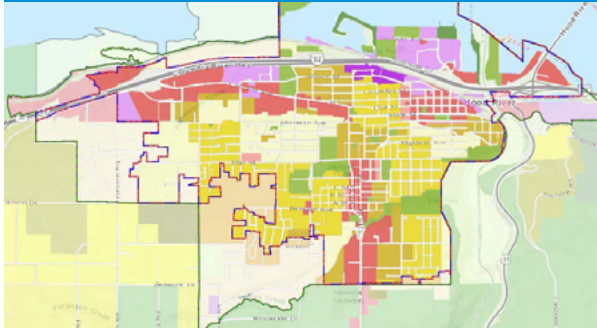
CITY EMPLOYEES PER 1,000 POP.

The City employed between nine to ten full time equivalent employees per 1,000 residents prior to the Great Recession. Employment is now at 8.5 per 1,000 residents.



II. CITY STATISTICS AND PUBLIC ASSETS

SIZING AND ZONING



2,180 TOTAL ACRES

DWELLING UNITS

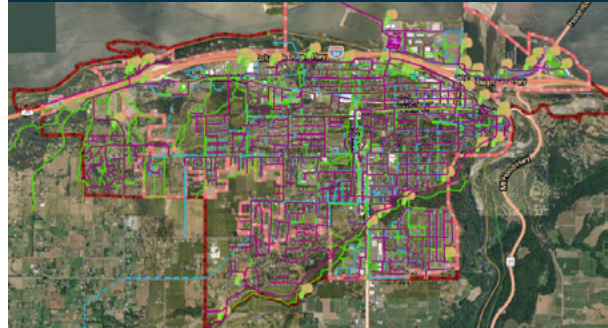
Multi-Family 1,152
Single Family 2,568
Total 3,720

UTILITY ACCOUNTS
4,295

ZONING

Commercial 250 ac.
Industrial 111 ac.
Residential 692 ac.
Unzoned Water 519 ac.
Open Space/Public Facility 147 ac.
Recreational/Commercial 18 ac.
Right-of-Way 443 ac.

INFRASTRUCTURE & ASSETS



The City owns and maintains over \$80 million in physical assets, including roads, utilities, and buildings

City Streets	ODOT Streets	Water Mains	Storm Mains	Sewer Mains
60 mi.	42 mi	70 mi.	60 mi.	55 mi.



A few of the City's 74 vehicles

PARKS AND GREENWAYS

The City's 19 parks/open spaces total over 73.22 acreages; 23.31 acres are maintained. Other park areas in the City are operated and maintained by the Hood River Valley Parks and Recreation District, Port of Hood River, and Hood River County



SCHOOLS

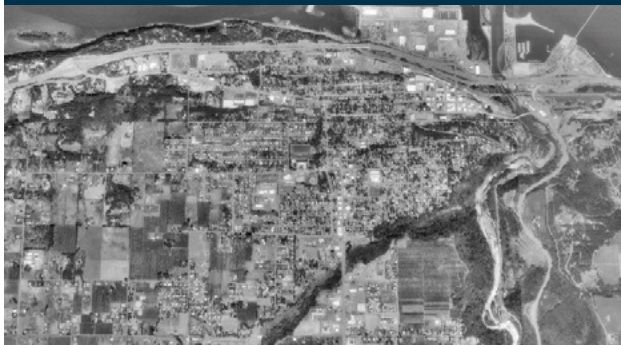
There are three schools in the City of Hood River:

- May Street Elementary
- Hood River Middle School
- Horizon Christian

A branch of the Columbia Gorge Community College is located in Hood River as well



POPULATION GROWTH



1988 – 4,575



2019 – 8,305



III. CITY SERVICES

The organization spends most of its time on day-to-day service delivery in support of the community. These services include:

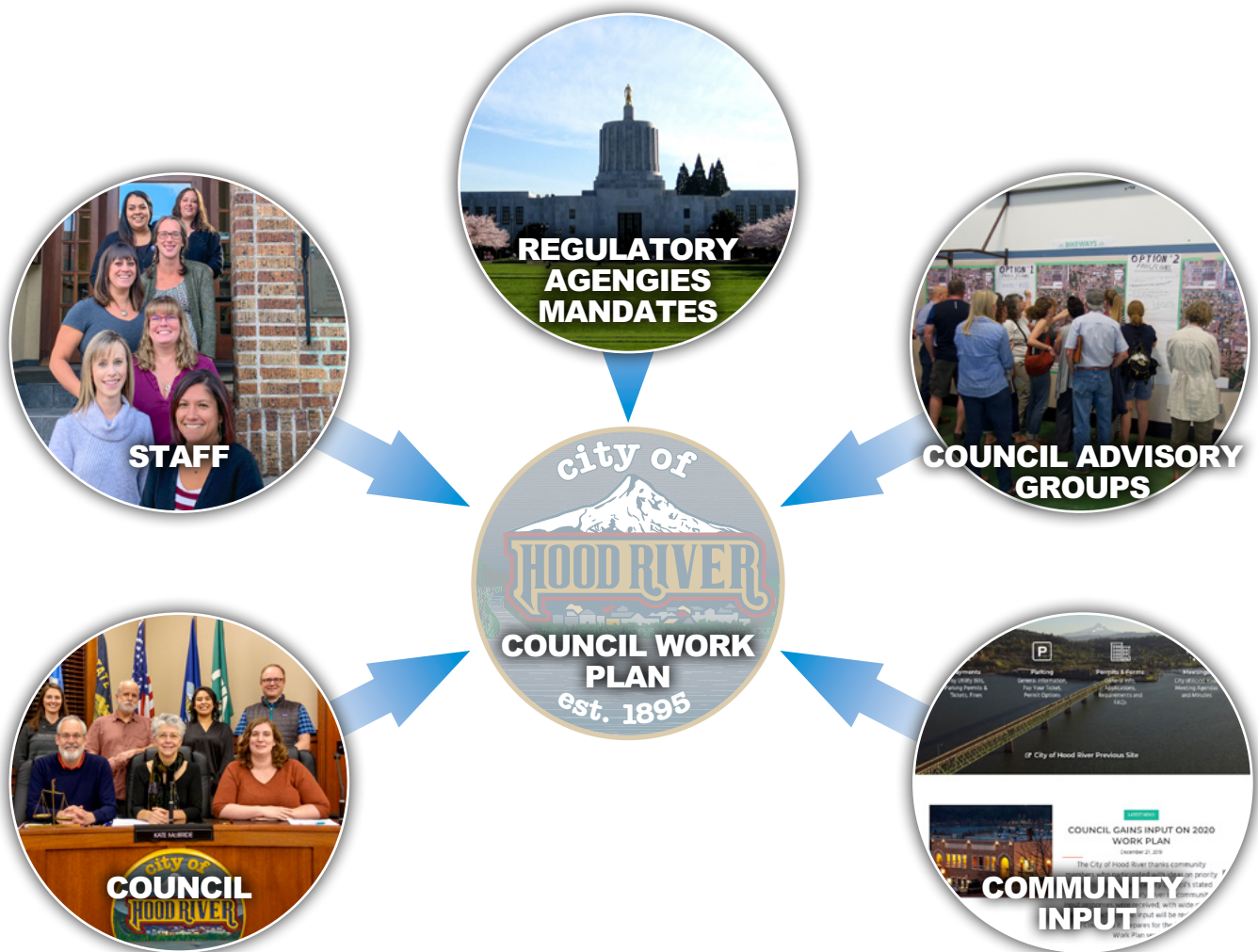
- Community safety including 24/7 emergency response from police, fire & EMS and building codes administration
- Maintenance and operations of community infrastructure and appearance including physical assets for water, sewer, stormwater, streets, facilities and parks
- Community identity and standard including land use, permitting, current and long-term planning
- Internal infrastructure (financial management, payroll, human resources) to support our service delivery system



IV. HOW IT'S PUT TOGETHER

The City of Hood River 2020 Work Plan incorporates input and direction from Council throughout the year.

For the 2020 plan, standing Council committees provided a prioritized list of projects to meet Council's stated goals. The City also sought public input via an electronic and paper form. The opportunity was promoted on our website, in the local media, via social media, via a direct email and through community channels.



V. PROJECTS

GOAL: Create opportunities for an inclusive, equitable and diverse housing inventory.

STRATEGY: *Improve the missing middle* housing supply through code and zone changes.*

Housing code improvement project. The purpose of this project is to implement code changes and additions to the code to develop a broader mix of housing types citywide. Meeting the community's housing needs supports Hood River's economy and is required by Oregon's Land Use system. This project includes development and implementation of cluster subdivision, cottage code, and mixed-use codes. The project would also evaluate policy options in the R3 zone to encourage multi-family development and bring those options to Council. Project may evaluate additional policy options for council to consider.



New in-fill projects are taking shape as city codes adapt to needs and requirements.

Permitting enhancement project. This project will continue to improve Hood River's permitting process to be responsive to customers and in support of increasing needed housing supply. The project aims to increase certainty in the permitting process and streamline city services from permitting through occupancy. The project will include developer input and metrics for success.

***Middle housing** means: (A) Duplexes; (B) Triplexes; (C) Quadplexes; (D) Cottage clusters; and (E) Townhouses.

Cottage clusters means groupings of no fewer than four detached housing units per acre with a footprint of less than 900 square feet each and that include a common courtyard.

Townhouses means a dwelling unit constructed in a row of two or more attached units, where each dwelling unit is located on an individual lot or parcel and shares at least one common wall with an adjacent unit.

V. PROJECTS

GOAL: Create opportunities for an inclusive, equitable and diverse housing inventory. *continued*

STRATEGY: *Research potential incentives to allow more construction of smaller homes and other affordable housing products.*

Rand Road Development Project. The purpose of this project is to partner with the community to develop affordable and attainable, deed and income restricted units to help meet Hood River's housing needs. The City of Hood River will purchase this property in early 2020 using grant and dedicated revenue funds. Park and trail development may also be considered within the 7-acre parcel.



Aquisition of land for affordable and attainable housing off Rand Road is moving forward.

Land Acquisition for affordable (defined as 80% and below Median Family Income - MFI) **and attainable** (120% and below MFI) **housing.** The purpose of this project is to assess the quantity of land needed for affordable and attainable housing and bring funding and acquisition options to Council for consideration. The project assumes that City/County public works will be relocated at a future date and the property would be available for development.



Assessment of land needs to accomodate future growth includes the possible relocation of Public Works yard.

V. PROJECTS

GOAL: Inform and engage all segments of our community through transparency and proactive, inclusive and comprehensive outreach.

STRATEGY: *Improve inter-agency communication.*

No projects identified for this strategy.

STRATEGY: Focus on the principles of diversity, equity and inclusion to effectively engage the entire community.

Communications and community engagement assessment. Effective community and civic engagement helps the City make better decisions and deliver better outcomes to the community. Over the past several years, the City Council and staff have heard concerns from community members that they were not being heard or represented in decision making. The purpose of this project is to assess the City's community engagement efforts, identify gaps and barriers in current efforts and identify opportunities to improve and strength engagement within the entire community.

Communications and community engagement improvements. Continue to make incremental improvements to the City’s communication efforts, including broadcasting of City Council meetings and use of plain language materials. Implement recommendations from the communications and community engagement assessment as resources allow.



Wordcloud for this goal generated from online input from the community.



Community engagement beyond City Hall is an important piece of this plan.



Live streaming is one of many communications improvements being considered for City Hall.

V. PROJECTS

GOAL: Promote an efficient and safe multi-modal transportation system that alleviates traffic and parking congestion and encourages biking, pedestrian access and public transportation.

STRATEGY: *Emphasize updates to the bicycle/pedestrian, greenways and trails policies and projects during the TSP update.*

Parking study implementation. This multi-year project would implement various management and operational recommendations from the 2019 comprehensive parking study to maintain an effective and efficient parking program.

Transportation System Plan Update. This project will incorporate input from the Westside planning process into a major update of the transportation system plan.

Historic Columbia River Highway Urban Connection.

In partnership with ODOT, this project anticipates the completion of the Historic Columbia Highway Trail through Hood River. The project would involve high-level planning and alternatives for the urban connection of the Historic Columbia River Highway including gateway concepts, connections through the City and parking considerations for users of the trail. The project also includes of the transportation facility design, including revisiting the street cross-section.

Safe Routes to School map and route improvements. The purpose of this project is to build upon and expand on previous efforts from the community to identify and map 'neighborhood to school' bike/ped connections. The project will also evaluate cost effective upgrades and improvements to these routes and create a multi-year funding and implementation plan.



Comprehensive parking plan is completed.



V. PROJECTS

GOAL: Create a more environmentally sustainable community.

STRATEGY: *Implement the energy plan.*

Low Impact Development (LID)

implementation: LID standards introduce a variety of practices that reduce impervious surface and mimic natural processes to manage stormwater runoff. Following formal project scoping in 2019, the City will be developing a LID program using a phased approach. This may include demonstration projects, public information and engagement of the local development community.



Bioswales are one way to reduce stormwater runoff

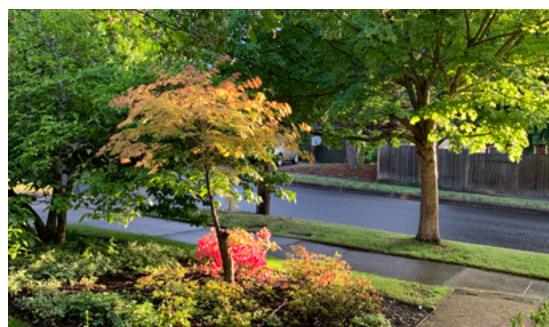
Energy and Greenhouse Gas Emission Assessment for City-owned facilities and fleet:

The purpose of this project is to expand on the work of the Hood River County Energy Plan to assess and establish a baseline of energy use and emissions for all City owned buildings and equipment. The project will identify potential equipment upgrades that could lead to significant energy savings and performance improvements. Following the baseline and assessments, the project will complete a comprehensive study of the wastewater treatment plant that examines the technical and financial viability of renewable energy generation and bring policy options to Council for consideration. This project may also include upgrades for energy resiliency.



A Comprehensive study of waste water treatment plant will guide discussion towards possible solar arrays and other energy savings.

Trees on private property. This project will review the various ways that cities regulate trees on private property and bring options to City Council for consideration. Within the spectrum of tree regulation, this project will focus on the taking of significant numbers of trees rather than the regulation of individual trees.



Trees are an integral part of our sustainable community.

V. PROJECTS

GOAL: Maintain existing infrastructure and prepare for growth.

Utility rate study. The purpose of this project is to calculate equitable user charges to maintain the City water, sewer and stormwater systems. This project continues from 2018 and will review the City's water, wastewater and stormwater utility rates for potential updates.

System Development Charge (SDC) update. Following the completion of the utility rate study, this project will review the City's system development charges and bring policy options to Council. The project will also consider a stormwater system development charge.

Police Facility. The Hood River Police Department was moved to the basement of City Hall when the City moved to its current location in 2008. The space is inadequate and lacks numerous essential needs such as a ventilated evidence processing area, holding cells and a private interview room, among others. In 2019, the City completed a space needs analysis and the next step is to evaluate funding options for replacing this facility.



Current Police facility file storage highlights just one of the building's deficiencies.

Infiltration and Inflow Project.

The purpose of this multi-year project is to create a funding and construction plan to repair or replace clay sewer pipes. This project will also replace water lines of the same era in these areas that are past their useful life. Clay sewer pipes are common in cities developed at the same time as Hood River and, with age, contribute to additional ground and stormwater entering the sewage treatment system making it harder to treat effectively.



Failing clay pipes can contribute to ground and stormwater entering the sewage treatment system.

V. PROJECTS

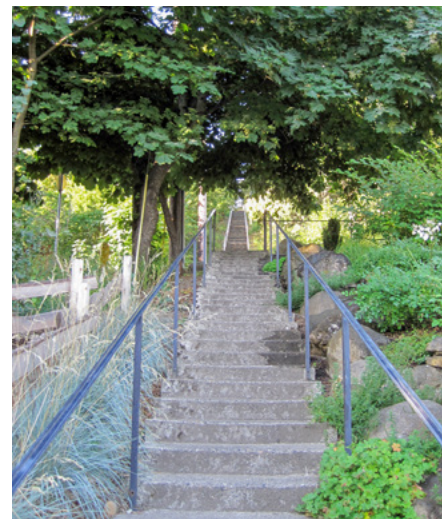
GOAL: Address community needs for parks and open space.

STRATEGY: *Develop a funding strategy for replacing capital needs in existing parks.*

STRATEGY: *Consider creating a plan for acquiring open space.*

Complete the Master Plan. In collaboration with community partners, complete the multi-jurisdictional parks and recreation master plan.

Create a capital improvement plan for parks and trails. Following the adoption of the master plan, create a capital improvement plan for parks and trails including a funding and implementation plan.



2020 SIGNIFICANT PROJECTS

OPERATIONAL PROJECTS

- Wastewater Treatment Plant (WWTP) contract extension and renewal
- Transient lodging tax language update
- IT investments – server and switch replacement, Council Chambers media
- Phase II and III website improvements (legislative module)
- Use of City property for events
- Financial policies
- Labor negotiations
- Code clean-up (historic building process)
- Waterfront code clean-up
- Disaster resilience planning (Pacific Power Shut-Off)
- Annual Budget
- Financial Reporting
- New building code adoption

CAPITAL PROJECTS

- Waterfront stormwater line
- Rand/Cascade intersection
- 2nd and Oak intersection
- May St elevated sidewalk design
- WWTP digester
- WWTP UV system
- WWTP short-lived asset replacement
- Elevated sewer line design
- WWTP solar install
- Hydro-power in water line