



**ECONOMIC DEVELOPMENT COMMISSION  
City of Banks Council Chambers  
13690 NW Main Street  
August 3<sup>rd</sup>, 2016 at 7:00 pm**

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**CALL TO ORDER**

**ROLL CALL**

**APPEARANCE OF INTERESTED CITIZENS:** *This is the time for interested citizens and anyone in the audience to address the Economic Development Commission on any items of concern. Please come up to the table in front of us and start with your name and mailing address. Please limit your comments to about 3 minutes or so. We probably will not be able to respond tonight, but if your comments warrant follow-up action, we will see to it that the appropriate city official gets on it and gets back to you with a response.*

**APPROVAL OF MINUTES**

1. Approval of minutes from the July 6<sup>th</sup>, 2016 meeting.

**BUSINESS AGENDA**

2. Review & Finalize the Action Plan – John Morgan
  - This will be forward to the City Council for approval

**ROUND TABLE**

**ADJOURNMENT**

**Next Regular Meeting: September 7<sup>th</sup>, 2016**



**Banks Economic Development Commission  
July 6<sup>th</sup>, 2016  
MEETING MINUTES**

**CALL TO ORDER** Economic Development Commission Chair Rachel Nelson called the meeting to order at 7:05 PM.

**ROLL CALL**

Present were: Marsha Kirk, Carolyn McCormick w/Washington County Visitors Association, Rich Weitzel, Planning Commissioner Rachel Nelson, Councilor Michael Nelson, Councilor Mark Walsh, Mayor Pete Edison, John Morgan and guest Denise Holmes.

Absent: Michael Samson, Planning Commissioner Rodney Jacobs, Mark Ward, Doug Hixson, and Jeff Leo.

Staff present: City Manager Jolynn Becker.

**APPEARANCE OF INTERESTED CITIZENS – None**

**APPROVAL OF MINUTES:** Marsha Kirk noted the following corrections to the June 1<sup>st</sup>, 2016 minutes:

- Page 2, last bullet under “State of Business in Banks” – “There have been inquiries about purchase the Credit Unit **Union** ...”
- Page 2, Rachel Nelson’s Round Table comments, first sentence - “Reminded the group about Friday and the Salem **Salmon** Berry Coalition...”

Michael Nelson made a motion to approve the minutes from the June 1<sup>st</sup>, 2016 meeting as amended. Marsha Kirk seconded, and the motion passed unanimously.

**BUSINESS AGENDA**

**City of Banks Economic Development Action Plan:** Rachel noted the list of projects had been drafted. She explained how the projects were organized in the memorandum and requested that the Economic Development Commission (EDC) discuss priorities. John Morgan added he wanted the EDC to make some decisions so they could move forward with some of the projects in the Action Plan.

- John provided an update on a recent meeting with the Ford Family Foundation, which focuses on community economic development. He encouraged the EDC to seek assistance from the Foundation on bigger projects. The Foundation recently assisted La Pine with an overall Economic Development Plan, which resulted in a lot of business investment in their downtown area.
- The EDC discussed the Meyer Memorial Trust as a possible funding source. Applying for a grant from the Trust would not conflict with the grant the Trust already approved for the library. The Commissioners agreed that once the projects are prioritized, funding would be easier to obtain. Some of the projects could be started in the next few months, so the EDC could look for funding immediately. They agreed the Ford Family Foundation would be a good place to start.
- John explained how aspirations were used to prioritize the projects. Marsha reminded that 2021 would be the city’s 100<sup>th</sup> year of incorporation and suggested Commissioners keep this in mind when discussing project priorities.
- The Commissioners discussed how certain projects would be affected by other things going on in the City, like Code updates, which is reflected in the priorities. Several projects will be ongoing simultaneously and some projects will require Code amendments. The EDC agreed to focus on completing the branding project, which will help move the Master Plan and signage projects forward.
- John strongly supported making a market feasibility study a priority to lay a foundation for how projects could be funded, marketing data, and so that a strategy for achieving economic development goals could be developed. He explained how the study would help move the project forward, citing the success Sweet Home experienced after Mary Bosh, a market based economist did a study for that city. The EDC discussed the benefits of hiring a consultant to complete the study and how the process for a market

feasibility study would work best. The study would also provide confidence in the efforts and investments made pursuing trailhead activities, for example, and also provide other economic options to consider.

- Commissioners agreed that certain projects, such as the market feasibility study, Master Plan, and branding work, could go on concurrently without slowing down progress.
- Jolynn gave an update on the Main Street project, noting that the project would be complete by the end of the year. Then, Code updates would begin in January 2017. Code amendments could take from four to seven months to complete. She reviewed some of the details of the Master Plan, noting that projects in the Action Plan would likely not begin until about 2018 or 2019.
- Commissioners discussed prioritization of the trailhead project. The study completed in 2002 could provide a good starting point, particularly when construction planning begins on the east side. Construction is anticipated to begin in the next six to nine months. Many residents in Timber are opposed to having trailheads in their communities, which could free up funding for a trailhead with parking in Banks. They discussed progress on the Salmonberry Trail and current trailhead needs, and agreed the trailhead project should be a high priority. However, efforts to address parking problems need to fit in with the Main Street Master Plan. If the depot were developed into a parking area, it could provide access to both the trail and the plaza that has been planned for the Main Street project. For now, signage indicating additional parking at the school could alleviate some of the issues. The EDC agreed to add a short term parking project to the list because the need for such a project is such a high priority.
- Jolynn confirmed the 2002 Tourism Plan would be updated so it could be integrated into the Main Street Plan. A consultant would begin on that work in the next few weeks. The consultant's scope of work was briefly discussed. Rachel offered to serve on the steering committee that would be working with the consultant.
- John asked for feedback on the way projects were prioritized. The EDC agreed the Cannery Revitalization Project should be a top priority and part of the feasibility study. They briefly discussed options for revitalizing the building and how private ownership of the building could impact the project.
- Building relationships can begin immediately and would not require outside assistance. Additionally, thriving tourism and local jobs are not mutually exclusive. The Commissioners briefly discussed proposed Code amendments to allow food carts on Sundays, which City Council will consider at their next meeting.
- The Portland Incubator Experiment (PIE) helps communities build accelerators. Other groups and people could assist with an accelerator as well. While grants can help fund a rural accelerator, crowd funding equity can make it easier for local businesses to participate.
- John shared how several groups in McMinnville created a strategy for economic development that outlined each group's responsibilities for implementing the strategy.
- The Development Code updates will eliminate barriers that prevent projects from moving forward and create incentives that encourage certain aspects of the Action Plan. The EDC agreed that hiring consultants should be added to the list of tasks.
- Community engagement needs to be a top priority. The EDC discussed various ways to involve the public in the process and agreed to hold an open house and have a booth at the National Night Out event on September 22<sup>nd</sup>. They debated about when to hold an open house but decided to schedule an event before September 15<sup>th</sup>, 2016. Branding should be the focus of both events. Commissioners also discussed keeping the public updated through email and a project website.
- The EDC briefly discussed ways to begin capitalizing on the 100<sup>th</sup> anniversary and enterprise zones as part of a potential funding strategy.
- Parking issues are currently being considered by other entities like the City and Port of Tillamook Bay. The EDC could work with those entities now to help alleviate the problems by facilitating a group discussion on shared parking in the downtown area. Additionally, the Parking Concept Plan could be integrated into the Master Plan. The EDC agreed to add a shared parking project to the list as a stand-alone project.
- Some of the short-term strategic and logistic priorities, like parking and processes that support better business development, were briefly discussed. Jolynn said the Buildable Lands Inventory could be updated to help plan for future business growth.
- John suggested the Main Street Plan include a photograph of every building, with signs, dimensions, parking areas, and topographic maps, which could be completed by a community group, the EDC, or a high school class. The EDC agreed the Ford Family Foundation would prefer a community or student group.
- The EDC could work with Columbia Pacific Economic Development (Col-Pac) as a regional partner, particularly with regard to marketing. The EDC agreed to create a flyer for businesses listing services and funding sources.
- The EDC discussed next steps and John offered to revise the draft plan according to Commissioner's comments at this meeting. He also suggested they seek feedback from the Ford Family Foundation about the Economic Development Plan.

- Funding needs for the branding project, creating an economic road map, and the Main Street Master Plan were discussed. The Ford Family Foundation might assist with the market study for the Master Plan because the City has already identified some funding for the project. Staff could apply for Department of Land Conservation and Development (DLCD) grants for other projects and volunteers are working on the branding project.
- After a brief discussion, Commissioners agreed to add the 100<sup>th</sup> anniversary to the list of projects.
- Rachel confirmed next steps and the EDC discussed ways to encourage merchants to attend future meetings. Instead of sending out email notices, meeting invitations would be sent requesting a response from recipients, in addition to the paper meeting packets currently sent.
- Jolynn suggested September 22<sup>nd</sup>, 26<sup>th</sup>, 28<sup>th</sup> or 29<sup>th</sup> for the open house, which would accommodate the City's meeting schedule and allow people two weeks to transition into the new school year.

**Round Table:**

Marsha Kirk: Encouraged the City to hold the Town Hall (Open House) meeting at City Hall, which is the heart of the city, and where Staff has control of the building.

Rich Weitzel: No comments

Rachel Nelson: No comments

Michael Nelson: No comments

Rodney Jacobs: Absent

Mark Walsh: No comments

Mark Ward: Absent

Jeff Leo: Absent

John Morgan: No comments

Michael Sampson: Absent

Carolyn McCormick: No comments

Doug Hixson: Absent

Pete Edison: No comments

Jolynn Becker: Confirmed businesses in town are getting taxed on equipment. A separate bill is sent to all businesses and the tax is incorporated into personal property taxes, so a share does come to the City. She did not know the percentage, but a guest speaker would explain the tax and how the City received its share at the next City Council retreat.

**ADJOURN** The meeting adjourned at 9:09 pm. Next Regular Meeting will be held on August 3<sup>rd</sup>, 2016 at 7:00 pm.

Submitted by:

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Angie Lanter – City Recorder

Aspiration Area	Priority	Project	Initial Tasks	Following Tasks	Lead	Funding	Timeframe	Reference Material
1 - Sense of Place	1	Brand Redesign	Develop Banks Brand vision, visual elements, and brand guidelines					
2 - Vibrant Main Street	1	Market Feasibility Study	Create Economic Roadmap to identify potential market opportunities, guide decision-making, and define strategies for market development					
2 - Vibrant Main Street	1	Cannery Revitalization	Integrate into Market Analysis					
3 - Local Jobs	1	Regional Partnerships	Integrate better with Chamber and business community along with outside resources including					
3 - Local Jobs	1	Market Research	Create Economic Roadmap to identify potential and businesses					
4 - Thriving Tourism	1	Market Feasibility Study	Create Economic Roadmap to identify potential market opportunities, guide decision-making, and					
4 - Thriving Tourism	1	Regional Partnerships	Integrate better with Chamber and business community along with outside resources including the County and Business Oregon					
6 - Engaging Communications	1	Citizen Involvement for Planning and	Community outreach and engagement throughout economic development planning process					
6 - Engaging Communications	1	Citizen Involvement for	Hold open houses to present preliminary and interim work and solicit public input and					
2 - Vibrant Main Street	2	Master Plan	Complete and Adopt Main Street Plan					
2 - Vibrant Main Street	2	Downtown Parking		Develop short-term parking solutions				
3 - Local Jobs	2	Research		Create city-wide buildable lands inventory focusing on commercial and industrial				
3 - Local Jobs	2	Research		Study bringing building permit review in-house				
3 - Local Jobs	2	Research		Study public finance models to support economic development including tax				
4 - Thriving Tourism	2	Develop Trailhead Parking	Review and update 2002 Plan for integration into Main Street Plan					
4 - Thriving Tourism	2	Marketing Program		Develop strategy. Coordinate efforts with County and State tourism programs				
6 - Engaging Communications	2	Website		Select appropriate owner. Engage in design & development based on brand redesign and				
1 - Sense of Place	3	Signage		Create signage with thematic elements throughout town based on historic Main Street and cycling				

Aspiration Area	Priority	Project	Initial Tasks	Following Tasks	Lead	Funding	Timeframe	Reference Material
2 - Vibrant Main Street	3	Master Plan		Make necessary amendments to the Development Code including design				
2 - Vibrant Main Street	3	Code Update		Amend Development Code to better accommodate business development and success				
2 - Vibrant Main Street	3	Downtown Parking		Form Community based parking taskforce				
3 - Local Jobs	3	Code Update		Amend Development Code to better				
4 - Thriving Tourism	3	Wayfinding		Create wayfinding kiosks in accordance with Main Street Plan				
5 - Well-Designed Neighborhoods	3	Affordable Housing	Review and amend Development Code to allow for more diversity of housing and greater affordability					
2 - Vibrant Main Street	4	Master Plan		Develop and implement financing program				
2 - Vibrant Main Street	4	Parking		Implement parking plan				
2 - Vibrant Main Street	4	Cannery Revitalization		Develop plan				
3 - Local Jobs	4	Accelerator		Create plan in partnership with PIE				
6 - Engaging Communications	4	Billboard		Develop and implement specific marking plan for community.				
7 - Abundant Funds	4	Urban Renewal District		Feasibility study				
7 - Abundant Funds	4	Grants		Research and up-to-date tracking system				
7 - Abundant Funds	4	Bonds		Feasibility study				
7 - Abundant Funds	4	Private Investment		Strategic Outreach				
2 - Vibrant Main Street	5	Cannery Revitalization		Implement development plan				
2 - Vibrant Main Street	5	Plaza		Create and implement construction plans				

City of Banks Economic Action Plan - By Priority

Aspiration Area	Priority	Project	Initial Tasks	Following Tasks	Lead Funding	Timeframe	Reference Material
2 - Vibrant Main Street	5	Streetscape		Create and implement construction plans			
5 - Well-Designed Neighborhoods	5	Intra-neighborhood		Review and implement BPP			

Aspiration Area	Priority	Project	Initial Tasks	Following Tasks	Lead	Funding	Timeframe	Reference Material
1 - Sense of Place	1	Brand Redesign	Develop Banks Brand vision, visual elements, and brand guidelines					
1 - Sense of Place	3	Signage		Create signage with thematic elements throughout town based on historic Main Street and cycling				
2 - Vibrant Main Street	1	Market Feasibility Study	Create Economic Roadmap to identify potential market opportunities, guide decision-making, and define strategies for market development					
2 - Vibrant Main Street	1	Cannery Revitalization	Integrate into Market Analysis					
2 - Vibrant Main Street	2	Master Plan	Complete and Adopt Main Street Plan					
2 - Vibrant Main Street	2	downtown parking		Develop short-term parking solutions				
2 - Vibrant Main Street	2	Downtown Parking		Short-term parking development				
2 - Vibrant Main Street	3	Master Plan		Make necessary amendments to the Development Code including design guidelines				
2 - Vibrant Main Street	3	Code Update		Amend Development Code to better accommodate business development and success				
2 - Vibrant Main Street	3	Downtown Parking		Form Community based parking taskforce				
2 - Vibrant Main Street	4	Master Plan		Develop and implement financing program				
2 - Vibrant Main Street	4	Cannery Revitalization		Implement parking plan				
2 - Vibrant Main Street	4	Revitalization		Develop plan				
2 - Vibrant Main Street	5	Cannery Revitalization		Implement development plan				
2 - Vibrant Main Street	5	Plaza		Create and implement construction plans based on Main Street Plan				
2 - Vibrant Main Street	5	Streetscape		Create and implement construction plans based on Main Street Plan				
3 - Local Jobs	1	Regional Partnerships	Integrate better with Chamber and business community along with outside resources including the County and Business Oregon					
3 - Local Jobs	1	Market Feasibility Study	Create Economic Roadmap to identify potential market opportunities, guide decision-making, and define strategies for market development					
3 - Local Jobs	1	Research	Create business inventory recording use of land and businesses					
3 - Local Jobs	2	Research		Create city-wide buildable lands inventory focusing on commercial and industrial properties				

Aspiration Area	Priority	Project	Initial Tasks	Following Tasks	Lead Funding	Timeframe	Reference Material
3 - Local Jobs	2	Research		Study bringing building permit review in-house			
3 - Local Jobs	2	Research		Study public finance models to support economic development including tax increment financing, enterprise zones, local improvement districts, and other			
3 - Local Jobs	3	Code Update		Amend Development Code to better accommodate business development and success			
3 - Local Jobs	4	Accelerator		Create plan in partnership with PIE			
4 - Thriving Tourism	1	Market Feasibility Study	Create Economic Roadmap to identify potential market opportunities, guide decision-making, and define strategies for market development				
4 - Thriving Tourism	1	Regional Partnerships	Integrate better with Chamber and business community along with outside resources including the County and Business Oregon				
4 - Thriving Tourism	2	Develop Trailhead Parking	Review and update 2002 Plan for integration into Main Street Plan				
4 - Thriving Tourism	2	Marketing Program		Develop strategy. Coordinate efforts with County and State tourism programs			
4 - Thriving Tourism	3	Wayfinding		Create wayfinding kiosks in accordance with Main Street Plan			
5 - Well-Designed Neighborhoods	3	Affordable Housing	Review and amend Development Code to allow for more diversity of housing and greater affordability				
5 - Well-Designed Neighborhoods	5	Intra-neighborhood Trail System		Review and implement BPP			
6 - Engaging Communications	1	Citizen Involvement for Planning and Change	Community outreach and engagement throughout economic development planning process				
6 - Engaging Communications	1	Citizen Involvement for Planning and Change	Hold open houses to present preliminary and interim work and solicit public input and assistance. Focus on September 2016 for initial open house				
6 - Engaging Communications	2	Website		Select appropriate owner. Engage in design & development based on brand redesign and economic roadmap			
6 - Engaging Communications	4	Billboard		Develop and implement specific marking plan for community.			
7 - Abundant Funds	4	Urban Renewal District		Feasibility study			
7 - Abundant Funds	4	Grants		Research and up-to-date tracking system			

City of Banks Economic Action Plan - By Aspiration Area

Aspiration Area	Priority	Project	Initial Tasks	Following Tasks	Lead Funding	Timeframe	Reference Material
7 - Abundant Funds	4	Bonds		Feasibility study			
7 - Abundant Funds	4	Private Investment		Strategic Outreach			