



**ECONOMIC DEVELOPMENT COMMISSION  
City of Banks Council Chambers  
13690 NW Main Street  
July 6<sup>th</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 June 1<sup>st</sup>, 2016 meeting.

**BUSINESS AGENDA**

2. City of Banks Economic Development Action Plan – John Morgan

**ROUND TABLE**

**ADJOURNMENT**

**Next Regular Meeting: August 3<sup>rd</sup>, 2016**



**Banks Economic Development Commission  
June 1, 2016  
MEETING MINUTES**

**CALL TO ORDER** Economic Development Commission Chair Rachel Nelson called the meeting to order at 7:00 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, Doug Hixson, Mayor Pete Edison, and John Morgan.

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

Staff present: City Manager Jolynn Becker.

**APPEARANCE OF INTERESTED CITIZENS – None**

**APPROVAL OF MINUTES:** Marsha Kirk had a correction to page 4. The sentence reads “Marsha stated the Chamber has received Ford Family Funding for this, but it can never seem to get off the ground.” It should say “community” not “chamber. Doug Hixson had a correction to page 5. The sentence reads “He said the overall feeling was that Banks is not business feeling.” It should say “friendly” not “feeling”. Marsha Kirk made a motion to approve the minutes from the May 4<sup>th</sup>, 2016 meeting as amended. Michael Nelson seconded, and the motion passed unanimously.

**BUSINESS AGENDA**

**Banks Economic Development Commission Initial Strategy for Pursuing Economic Development:**

Initiative #3 – Marketing and Communications – Rachel stated this is information pulled from one of the older reports. Some of the information needs updating, although most information has remained consistent.

- Trade Area – Rachel stated that this gives a lot of demographics that need a bit of updating. Rachel asked if anyone had any other changes or suggestions for this item. There were no additional comments.
- Other Target Markets – Rachel stated that this highlights tourists, second homeowners, visitors. It would be nice to have an updated statistics on the number of visitors and spending trends. Carolyn spoke on information that she has from the Visitor’s Association. There was general discussion regarding tourism and spending in Washington County. Rachel asked if anyone had any other changes or suggestions for this item. Marsha mentioned that the campsites at Stub Stewart State Park, taxes are also assessed.
- Lifestyle characteristics – Rachel gave a brief overview of this bullet point. Rachel asked if anyone had any other changes or suggestions for this item. Pete asked what big sky vs. small town family was. Rachel said it didn’t really specify in the document.
- Marketing to Locals & Visitors – Rachel went over a couple of things that stood out to her. There was general discussion regarding county programs that are already in place for marketing. Rachel asked if anyone had any other changes or suggestions for this item. Marsha brought up the fact that Stub Stewart State Park should be added to the list, and the Rails to Trails Attraction amended. Carolyn suggested adding the Killin Wetlands to the list of attractions.
- Marketing to Businesses – Rachel gave a brief overview on this item. There was discussion regarding Business Oregon, and general discussion on this topic. Rachel also discussed business accelerators. John Morgan spoke about “incubators” and how they work.
- Strategy: Get aggressive with your marketing – Rachel wanted to add some type of online promotional hub to the list of items under this topic. Rich mentioned that at the last Chamber of Commerce meeting they discussed Saturday market. His thinking was to do the market around an event such as the Banks BBQ. Marsha stated that the Chamber used to have the Farmer’s Market on Wednesday’s at the Log Cabin Park, but it there was not a good turnout. They then moved the Farmer’s Market to Friday’s at the Jim’s Thriftway parking lot in hopes of getting some of the weekend out of town traffic, and those residents living

in the development. There was discussion on how to improve the attendance at an event like Farmer's Market. Rachel asked if anyone had any other changes or suggestions for this item. There were no additional comments.

#### **City of Banks Economic Development Action Plan:**

- John Morgan drafted an Economic Development Action Plan for the City of Banks. John complimented the group on their work on reviewing the initiatives, rather than reinventing the wheel. John went over the process of reducing the number ideas into an effective, implementable action plan. John emphasized that his draft of the Action Plan is rough, but it was made to stimulate conversation about the topic. He then went through the project, discussing the importance and purpose of some of the strategies and sections.
- There was discussion about the organization of the plan, including reducing the pages and putting the most important information first. There was also talk about tourism, what it is and how to market it, including the subject of hotels.
- Rachel asked about getting a market survey or economist come, and what that encounter would be like. John responded that it would be whatever the group wanted it to look like, and gave an example of Yamhill County and their wine industry. This led to a discussion about priorities, and what needed to be done first.
- John brought up that Banks needs to find its direction and goal, what it wanted it's "thing" to be, i.e. branding. Rachel said that Banks already had its thing, being rural, small town, recreational get-away. This led to a discussion about trails, and whether that could be part of the branding. Rachel talked about priorities, and that branding could be focused on more at a later date.
- Jolynn began a discussion about parking, including that additional parking is needed for the trails, but that currently they should focus on high-level tasks, and could work on the details later. Jolynn asked when they expected to have this done and ready to present to the community, and John said that it would not be ready until/should be presented in September. Jolynn though this was good because it gave plenty of time.
- A discussion on how to expand the town followed, including what was needed (e.g. a place to sleep, a place to eat, a reason to come), and challenges of attracting businesses when the town was not growing.
- The upcoming visit of the Ford Family foundation on June 23<sup>rd</sup> was brought up, and everyone was encouraged to attend, as they could be beneficial for Banks. Rachel then stated that the Economic Development Action Plan topic was at a close, and would be reported back on next week.

**Main Street Parking Project** Jolynn gave an update of the project. ODOT had informed her that an engineer would be required to create a map for the project, which would get submitted to the state, approved, and then Main Street would get marked. The worst-case cost would be \$16,000, which would include paying the engineer (\$7,000), a private company to do the marking and signs. This information will be presented at the next city council meeting. This led to another discussion about trails and parking.

#### **"State of Businesses in Banks" Discussion** Led by Jolynn:

- The bar/tavern has a new owner, who will take it over June 30<sup>th</sup>. It's not known if the name will change.
- The café also has new owners. They make their own hamburger buns.
- The pellet mill went out of business. An out-of-state business bought it, but only for the equipment, which is being shipped out.
- A building on Main is going to become two-stories and become a wellness center.
- There have been inquiries about purchasing the Credit Unit, including by a dentist.

#### **Round Table:**

(blended in with "State of Business" discussion)

Marsha Kirk: No comments

Rich Weitzel: Brought up that the power lines were down on Main Street. Jolynn said that they were looking into it.

Rachel Nelson: Reminded the group about Friday and the Salem Berry Coalition who is visiting, and that if anyone could join it would be great. The Washington County Visitors Association Grant Program is being revised, and people can apply between August and October. Banks is her favorite town. Some people with the Walton Family Foundation will also be visiting Banks soon to look at the trail.

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: No comments

Pete Edison: Mayor thanked everybody for working so hard.

Jolynn Becker: No comments

**ADJOURN** The meeting adjourned at 9:17 PM. Next Regular Meeting will be held on July 6<sup>th</sup>, 2016 at 7:00 pm.

Submitted by:

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Angie Lanter – City Recorder

# **MEMORANDUM**

Date: July 1, 2016

To: Economic Development Commission

From: John Morgan

RE: Action Plan

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Attached is Action Plan based on the one presented at the June 1<sup>st</sup>, 2016 Economic Development Commission Meeting, and refining the fine work Rachel has done since then.

I have also attached two spreadsheets as PDF files that break the Action Plan down.

The first spreadsheet is by "Aspiration Area". This spreadsheet reflects the original Action Plan, sorted by aspiration, and then by priority.

The second spreadsheet is by "Priority". This spreadsheet reflects the original Action Plan sorted by priority. These are the things that I believe should be done first. Also, these are the areas where we can seek immediate funding. I recommend these be Priority 1 as they really need to be done first to set the stage and inform all the following tasks.

## Economic Development Action Plan City of Banks

### Vision and Aspirations

**Sense of Place** - We aspire to be a distinct and livable rural community. Therefore, we will continue to honor the historic character and small-town scale of Banks. We will protect the rural atmosphere of Banks and its surroundings. City growth plans will strive to protect hillside vistas, natural areas, prime farmland and working landscapes of agriculture. We will strive to maintain the sense of safety and wellbeing afforded by our small town.' The result: We will be a place of note, respected as a great place to visit, and a great place to live.

**Main Street** - We aspire to have a thriving downtown district with prosperous merchants and professionals, commercial space in high demand, vibrancy in appearance, diversity of businesses, and overflowing patronage. Therefore, we will enhance the prominence and accessibility of Main Street as the heart of Banks. By planning for a mix of storefront businesses with pedestrian-oriented design, we will shape Main Street development to cater to area residents and businesses, as well as visitors. We will keep the traditional Main Street downtown by limiting commercial development elsewhere and encouraging industrial uses currently in downtown Banks to relocate to areas designated for industrial development. Residents and visitors alike will be drawn to the town's clean and beautiful Main Street, lined with one and two story building facades that follow the same architectural theme as some of the oldest buildings in town. The pedestrian-friendly downtown will be enhanced by trees, flower planters, garbage cans and benches that line the street. A town square will become an excellent outdoor gathering place, host to many of the town's events and festivals. Residents and visitors will appreciate seasonal decorations and banners that always make the town look festive.

**Economic Diversity** - We aspire to be a community where residents have ample attractive opportunities for local employment. Therefore we will encourage growth in local businesses while pursuing economic diversification. Light industry and "cottage industries," arts and crafts, secondary wood products, specialty foods, etc. will be encouraged because they draw upon Banks history, its natural resources, and human capital. New medical care, shopping, restaurants, entertainment, and other services are also desired to help meet the needs of area residents and improve the local economy. A new business park will attract many new businesses that employ numerous townspeople and residents from the surrounding areas. All will be facilitated through accommodating zoning rules, top-quality infrastructure, and a district of commercial and professional services providing for the needs of these small businesses.

**Tourism** - We aspire to become a key hub and destination on the regional trail system. Therefore, we will provide appropriate services for users of the trails including restaurants, lodging, and needed services. Historic Railroad trips will draw people into town. Many visitors will come in for the day, eating and shopping before and after taking a train excursion and biking the trails. Others will stop in town on their way to and from the campground at Stub Stewart State Park. Visitors will often stay overnight in local

## Economic Development Action Plan City of Banks

lodging establishments. Both local residents and tourists will have a great knowledge of Banks' history due to the historic walking tours offered by the Historical Society.

**Neighborhoods** - We aspire to be a desirable hometown for hundreds of families of all types. Therefore, we will continue to develop walkable neighborhoods with clear centers, edges and connections that reinforce our small-town character. Neighborhoods will provide a range of affordable housing including a retirement community and assisted living facility all with good access to parks, schools, and other community services.

**Marketing & Communication** - We aspire to increase awareness of Banks among locals, visitors, and prospective businesses. Therefore, we will create and communicate a distinct identity. The result: Tourists come year round to use the Banks-Vernonia State trail, shop at the local stores, eat in the food establishments, and purchase goods from retail shops.

### Strategy and Action

Using strategies identified in the earlier planning work plus new strategies specific to the current work, the following action plan is created to implement the vision.

This plan is specifically intended to guide the City Council, its advisory commissions and committees, the City staff, partner agencies and organizations, and the Banks citizens in carrying out deliberate planned work to create the future desired. This means giving focus to the work, leadership and action towards its accomplishment, and allocation of needed resources of money, talent, and time.

It is critical this action plan not only be followed, but be reviewed and updated regularly. The Economic Development Commission is tasked with monthly review and with giving the Council a report on progress at least quarterly. The Council must amend the plan as needed to reflect current needs and available resources.

The City Council has the responsibility to provide the resources of money, staff time, and their own time to accomplish this work. The Plan should guide the establishment of the Council's annual goals, budget preparation, and the Council's docket of work through the year.

This plan is definitely not intended to be set in concrete. That does not mean it can be set aside. Deliberate work on the currently identified action items must remain a high priority for the community.

The Banks Economic Strategy - Action Plan

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					
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					
4 - Thriving Tourism	1	Market Feasibility Study	Create Economic Roadmap to identify potential market opportunities, guide decision-making, and define strategies for market development					
6 - Engaging Communications	1	Citizen Involvement for Planning and Change	Community outreach and engagement throughout economic development planning process					
2 - Vibrant Main Street	2	Master Plan	Complete and Adopt Main Street Plan					
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 economic roadmap				
1 - Sense of Place	3	Signage		Create signage with thematic elements throughout town based on historic Main Street and cycling				
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				
3 - Local Jobs	3	Code Update		Amend Development Code to better accommodate business development and success				
4 - Thriving Tourism	3	Wayfinding		Create wayfinding kiosks in accordance with Main Street Plan				

**The Banks Economic Strategy - Action Plan**

Aspiration Area	Priority	Project	Initial Tasks	Following Tasks	Lead	Funding	Timeframe	Reference Material
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 and implement 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	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				
5 - Well-Designed Neighborhoods	5	Intra-neighborhood Trail System		Review and implement BPP				

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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	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				
7 - Abundant Funds	4	Bonds		Feasibility study				
7 - Abundant Funds	4	Private Investment		Strategic Outreach				