

**ECONOMIC DEVELOPMENT COMMISSION
City of Banks Council Chambers
13690 NW Main Street
November 2nd, 2016 at 7:00 pm**

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 6th, 2016 meeting.
2. Approval of minutes from the August 8th, 2016 meeting.
3. Approval of minutes from the September 7th, 2016 meeting.

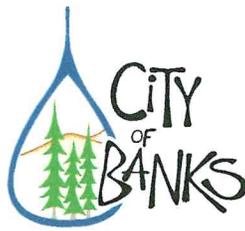
BUSINESS AGENDA

4. Economic Roadmap Discussion (20 minutes)
5. Open House Discussion – October 5, 2016 (30 minutes)
 - Branding Concept
 - City of Banks Vision 2036 Master Map
 - Economic Development Action Plan and Time Line
6. Main Street Project update (5 minutes)

ROUND TABLE

ADJOURNMENT

Next Regular Meeting: TBD



**Banks Economic Development Commission
July 6th, 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 1st, 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 1st, 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 100th 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 22nd. They debated about when to hold an open house but decided to schedule an event before September 15th, 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 100th 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 100th 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 22nd, 26th, 28th or 29th 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 3rd, 2016 at 7:00 pm.

Submitted by:

Angie Lanter – City Recorder



**Banks Economic Development Commission
August 8, 2016
EMERGENCY MEETING MINUTES**

CALL TO ORDER Economic Development Commission Chair Rachel Nelson called the meeting to order at 6:30 PM.

ROLL CALL

Present were: Michael Samson, Rich Weitzel, Planning Commissioner Rodney Jacobs, Rachel Nelson, Councilor Mark Walsh, Councilor Michael Nelson, Doug Hixson, and Mark Ward.

Absent: Jeff Leo, Marsha Kirk, Mayor Pete Edison, and John Morgan.

Staff present: City Manager Jolynn Becker.

APPEARANCE OF INTERESTED CITIZENS – None

BUSINESS AGENDA

City of Banks Economic Development Action Plan:

- Approving and finalizing this plan in order to present it to City Council was the purpose of this meeting.
- Jolynn and John added some more details to the tasks and plan to summarize them and explain what they mean.
- Everyone reviewed the document privately for several minutes.
- Rich Weitzel made a motion to accept the plan. Michael Nelson seconded it. The motion passed unanimously, and the document will appear as is before City Council.
- Rachel stated that this was a culmination of their efforts since January, and that this plan could be updated as new projects come forward. She also stated that leaders for the five sections of Regional Strategic Alliances, Business Outreach Program, Parking Plan, Community Outreach, and Marketing would be looked for, though Rich was on the slate to be the leader for the Business Outreach Program.

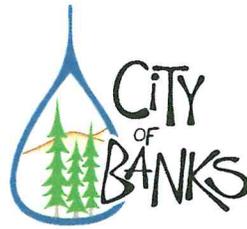
Round Table:

No round table.

ADJOURN The meeting adjourned at 6:45 PM.

Submitted by:

Angie Lanter – City Recorder



**Banks Economic Development Commission
September 7th, 2016
MEETING MINUTES**

CALL TO ORDER Economic Development Commission Chair Rachel Nelson called the meeting to order at 7:01 PM.

ROLL CALL

Present were: Marsha Kirk, Rich Weitzel, Planning Commissioner Rachel Nelson, Councilor Michael Nelson, Councilor Mark Walsh, Mayor Pete Edison, Doug Hixson, and Planning Commissioner Philip Darrah, Jeff Leo.

Absent: John Morgan, Michael Samson, Planning Commissioner Rodney Jacobs, and Mark Ward.

Staff present: City Manager Jolynn Becker.

APPEARANCE OF INTERESTED CITIZENS – None

APPROVAL OF MINUTES: Marsha Kirk noted the minutes of the July work session were not available. The Commission decided to postpone approval of the August 8, 2016 meeting minutes so that both sets of minutes could be approved at the same time, likely at the November meeting.

BUSINESS AGENDA

Economic Development Action Plan and Timeline Initiatives Discussion: Rachel said City Council approved the Action Plan, but they would review it again after the public open house. The Commission's next step is to complete the Economic Road Map. Marsha noted John Morgan's efforts to submit a budget to the Ford Family Foundation. She would contact John when he returns from vacation to follow up and get the budget submitted before the end of September.

- Rachel advised the Commission to begin outlining their regional strategic alliances and developing relationships with those alliances. She said Rich Weitzel offered to lead the business outreach program. Jolynn Becker noted that the COL-PAC, and NWACTION would tie into the regional solutions.
- Rachel provided an overview of the projects identified in the Action Plan and asked the Commission to discuss who might be the best candidates to lead each project. Jolynn and Rachel agreed that City Staff would be a good resource for most of the projects.
 - Marsha expressed interest in leading Community Outreach, but several Commissioners believed she should lead the Regional Alliance Project because she already attends the COL-PAC meetings.
 - Rachel offered to lead marketing.
 - Doug Hixson offered to assist with Parking, but said he could not dedicate the time to leading the project. Jolynn listed the names of others who have said they were interested in the Parking Project. Commissioners discussed business owners who might have a vested interest.
 - The Commission agreed that Michael Samson would make a good lead for the Regional Strategic Alliances Project.
 - Philip Darrah stated he was interested in working on the Business Outreach Program.
- Jolynn noted that a plan would need to be developed for each project, and City Council would have to approve each plan. The Commission discussed the purpose of individual project plans and how each project committee would work with City Council, Staff, and the Commission. Rachel and Jolynn agreed to develop guiding statements for each project. The Commission would discuss the statements at their next meeting.
- The Commission agreed the project list and guiding statements should be presented to citywide groups and at events to recruit volunteers.

Three Goals for City Council Retreat: Jolynn said City Council's annual retreat would be in October. The Commission would need to present their top three goals to Council at the retreat so that projects can be prioritized

for funding purposes. One of the Commission's goals could be the Economic Road Map study. She suggested a second goal be to hire an AmeriCorps RARE student. She described the RARE program, noting the benefits and program costs. Costs could be reduced by sharing the student with North Plains or applying for grants.

- Rachel suggested one goal be to hire a contractor to issue building permits. The Commission talked about how outsourcing the permitting process would work and could result in financial benefits. Jolynn believed a feasibility study would be necessary first. Several Commissioners offered to gather information from jurisdictions that use this model if City Council adopts it as a goal. Jolynn described the process of completing a feasibility and cost study.
- The Commission discussed the pros and cons of suggesting outsourcing the permitting process as a goal. The Planning Department could have the same goal. This would emphasize the importance of the goal to City Council, but it could also allow the Commission to suggest a different goal.
- Commissioners briefly discussed adding parking to the list of goals. Jolynn noted that the Planning Department was also considering parking as a goal. Parking issues have also been identified in the Vision 2036 Master Plan, so it is already a high priority.
- All of the Commissioners agreed the three goals would be the Economic Road Map, the RARE Program, and outsourcing the permitting process.

Open House Discussion – October 5, 2016: Rachel said the open house would be in lieu of the Commission's next meeting. The Economic Development Action Plan and Timeline, Branding, and Vision 2036 Master Plan would be presented to the community. She reviewed the Branding concept, which included graphical elements, slogans, and branding applications. The Commission will take public input on the Action Plan and Branding concept. People who participated in the branding survey will be notified of the open house. The self-guided presentations at the open house will be very visual. She and Jolynn agreed to get together during the week to develop an outreach strategy to advertise the event.

- Rachel explained the color palette chosen for the Branding concept and explained how the colors would be used in marketing and communications.
- Jolynn said she was working to hold the open house at the school so there is enough room for people to view each station.
- Commissioners and Staff would be present to help answer questions about each of the presentations. People who served on the Branding Steering Committee would also be invited to help answer questions.
- Marsha suggested displays be set up for each of the Commission's outreach initiatives so they can recruit volunteers. Rachel agreed to coordinate with those who offered to lead the individual projects.

Main Street Parking Design: Jolynn said the design to create parking stalls has been forwarded to Oregon Department of Transportation (ODOT). About 140 new parking stalls will be created along Main Street and the "no parking" signs in the sidewalk at the middle school will be moved to the grassy area. The parking stalls will be of a variety of sizes to accommodate both small and large vehicles. ADA ramps, ADA parking, bike parking, and bike lane signs will also be installed.

- Jolynn would find out if a crosswalk between Trellis Way and Sunset Park could be added. Rachel said several plans identified the need for more crosswalks on Main Street.
- The Commission discussed the need for more bike lanes, complete bike lanes, and bike routes. Jolynn suggested creating an alternate route around the residential areas on existing streets. Rich said the school district has discussed purchasing a house on Wilkes to allow back door access to the parking lot.
- Jolynn said the City has started a conversation with Port of Tillamook about the possibility of leasing the open lot used for overflow parking to create a connection to Commerce Street and down to Arbor Village. The trail along the wetlands could be used as a connection to the west side of the railroad tracks and Highway 6. This would create a trail system that extends down to the north end and connects with Banks Trail. The Commission briefly discussed leasing versus purchasing the overflow parking lot. They also discussed the best possible location for a railroad crossing on the proposed trail.
 - Rachel believed the Commission should continue discussing ideas for getting bikes from the south end to the north end of town. However, the bike lane that ends on Main Street does not make sense, even if an alternate route along the tracks were developed. She suggested weaving the bike route back to connect with Main Street. Jolynn believed State regulations might have led to the bike lane ending on Main Street.

Round Table:

Pete Edison: Confirmed Jim's golf tournament was on Friday, September 16, 2016 and the date of the Banks Chamber of Commerce social dinner is yet to be determined. The dinner will cost \$13 per person and tickets can

be purchased at the door. Once the date has been set, Jolynn will be notified via email so she can distribute the information to the Commission.

Rich Weitzel: Noted the North Plains/Banks Night Golf was on Friday, September 9, 2016 at 7:45 pm.

Marsha Kirk: No comments

Rachel Nelson: No comments

Michael Nelson: No comments

Rodney Jacobs: Absent

Mark Walsh: No comments

Mark Ward: Absent

Jeff Leo: No comments

John Morgan: Absent

Michael Sampson: Absent

Carolyn McCormick: No comments

Doug Hixson: No comments

Jolynn Becker: No comments

ADJOURN The meeting adjourned at 8:10 pm. The date of the next Regular Meeting was yet to be determined.

Submitted by:

Angie Lanter – City Recorder

City of Banks
Economic Roadmap Project
Mapping out the Road to Prosperity

PROGRAM ELEMENT	CITY		MORGAN		LELAND	
	HOURS	COST	HOURS	COST	HOURS	COST
Economic Development Commission Scoping	8	\$ 480.00	6	\$ 360.00	4	\$ 600.00
<i>One to two meetings of the Economic Development Commission to frame up the direction and specifics for the Economic Roadmap. Sharing of known information, sources, leads, and ideas.</i>						
Targeted Stakeholder Outreach	8	\$ 480.00	8	\$ 480.00	15	\$ 2,250.00
<i>Identify key stakeholders to meet with one-on-one in order to gain insights about the market and potential for redevelopment of key sites. Five meetings are anticipated. Team meetings and site tours.</i>						

City of Banks
Economic Roadmap Project
Mapping out the Road to Prosperity

PROGRAM ELEMENT	CITY		MORGAN		LELAND	
	HOURS	COST	HOURS	COST	HOURS	COST
Market Analysis	2	\$ 120.00	20	\$ 1,200.00	40	\$ 6,000.00
<i>Preparation of a report that evaluates current economic, demographic, market, and real estate conditions and their comparison to national and state trends and their impact on the City. Specifically, the following market indicators will be analyzed: population growth; household growth; household income levels; age-by-income patterns (including relevant generational cohort trends); tenure (rent-versus-own) patterns; household composition (size, family orientation, etc.); lifestyle segmentation (psychographics); regional industry cluster evaluation; employment growth and location; and other indicators, as identified. Leland will prepare data and easy-to-understand exhibits to summarize and communicate these factors.</i>						
Bicycle Tourism Analysis	2	\$ 120.00	10	\$ 120.00	20	\$ 3,000.00

City of Banks
Economic Roadmap Project
Mapping out the Road to Prosperity

PROGRAM ELEMENT	CITY		MORGAN		LELAND	
	HOURS	COST	HOURS	COST	HOURS	COST
<i>The City's "Economic Action Plan" includes a strong focus on bicycle tourism, especially the opportunities created by being the anchor or crossroads for several major state bicycle routes. Explore the economic opportunity created by the development of these trails. Review the economic analysis included in the various plans for the trails and advise on the viability of each. Develop strategy ideas based on opportunities created by visitor traffic and presence within Banks.</i>						
Site Development Analysis	2	\$ 120.00	2	\$ 120.00	20	\$ 3,000.00
<i>The City's "Economic Action Plan" indicates that analysis of the Cannery Revitalization will be integrated into the Market Analysis. Leland will provide the pro forma analysis regarding the real estate economic analysis to determine redevelopment costs, potential tenants, and viable rents to determine if redevelopment is feasible.</i>						
Economic Roadmap	2	\$ 120.00	25	\$ 1,500.00	60	\$ 9,000.00
<i>Based on the analysis, create a Roadmap to identify potential market opportunities, targeted actions to foster local jobs; key site development opportunities, and strategies to best integrate tourism opportunities with main street development and job creation.</i>						
Report	1	\$ 60.00	4	\$ 240.00	25	\$ 3,750.00

Project	Tasks	Timeline																												Lead	Funding Source	Aspirations							
		M							Q							Q							Q																
		7	8	9	10	11	12	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2			3	4	5	6	7			
Action Plan - Economic Development Projects																																							
Main Street Re-stripping	Complete Work	[Gantt bar: Months 11-12, Q1-Q4]																												City	City - Street & Road Fund	[Aspirations: Months 1, 3, 4]							
	Develop New Projects from Plan	[Gantt bar: Months 1-12]																																					
Brand Redesign	Complete Creative Process	[Gantt bar: Months 8-10]																												City	City - combination of donated consulting services and city funds for newly branded products	[Aspirations: Months 1, 3, 4, 6, 7]							
	Open House	[Gantt bar: Month 11]																																					
	Counsel Approval	[Gantt bar: Month 11]																																					
	Develop New Projects from Plan	[Gantt bar: Months 1-12]																																					
Banks Vision 2036 Master Plan	Complete Development Process	[Gantt bar: Months 8-12]																												City	City - General Fund.	[Aspirations: Months 1, 2, 3, 4, 5, 6, 7]							
	Code Amendment	[Gantt bar: Months 3-4]																																					
	Develop New Projects from Plan	[Gantt bar: Months 1-12]																																					
Economic Roadmap	Seek Grant	[Gantt bar: Months 10-11]																												EDC	Grant funding	[Aspirations: Months 1, 2, 3, 4, 5, 6, 7]							
	Hire Contractor	[Gantt bar: Months 10-11]																																					
	Complete the Study	[Gantt bar: Months 10-12]																																					
	Develop New Projects from Plan	[Gantt bar: Months 1-12]																																					
Economic Strategy	Develop detailed Strategy and Plan	[Gantt bar: Months 3-4]																												EDC	City - General Fund	[Aspirations: Months 1, 2, 3, 4, 5, 6, 7]							
	Implementation	[Gantt bar: Months 5-7]																																					
Action Plan - Economic Outreach Initiatives																																							
Regional Strategic Alliances	Appoint Regional Alliance Lead	[Gantt bar: Month 11]																												EDC	Volunteer City Staff	[Aspirations: Months 1, 2, 3, 4, 6, 7]							
	EDC Develop Plan	[Gantt bar: Months 1-2]																																					
	Develop New Projects from Plan	[Gantt bar: Months 1-12]																																					
Business Outreach Program	Appoint Local Business Lead	[Gantt bar: Month 11]																												EDC	Volunteer City Staff	[Aspirations: Months 1, 2, 3, 4]							
	EDC Develop Plan	[Gantt bar: Months 1-2]																																					
	Develop New Projects from Plan	[Gantt bar: Months 1-12]																																					
Parking Plan	Appoint Downtown Parking Lead	[Gantt bar: Month 11]																												EDC	Volunteer City Staff	[Aspirations: Months 1, 2, 3, 4]							
	EDC Develop Plan	[Gantt bar: Months 1-2]																																					
	Develop New Projects from Plan	[Gantt bar: Months 1-12]																																					
Community Outreach	Appoint Community Outreach Lead	[Gantt bar: Month 10]																												EDC	Volunteer City Staff	[Aspirations: Months 1, 6, 7]							
	EDC Develop Plan	[Gantt bar: Months 1-2]																																					
	Community Outreach Underway	[Gantt bar: Months 10-12]																																					
Marketing	Appoint Marketing Lead	[Gantt bar: Month 11]																												EDC	Volunteer City Staff	[Aspirations: Months 1, 2, 3, 4, 6, 7]							
	EDC Develop Plan	[Gantt bar: Months 1-2]																																					
	Develop New Projects from Plan	[Gantt bar: Months 1-12]																																					