



SCAPPOOSE
Oregon

**SATURDAY, JANUARY 25, 2025
CITY COUNCIL RETREAT, STARTING AT 9:00AM**

**PORT OF COLUMBIA COUNTY ~ SCAPPOOSE AIRPORT
34090 SKYWAY DRIVE
SCAPPOOSE, OR 97056**

WORKSHOP OUTCOMES

- Build a shared understanding of the community and organizational context to inform the goal refinement process.
- Refined goals with clear actionable objective.
- Identify what Council and staff need to be successful as a team to advance the goals.

AGENDA

Arrival/Refreshments ~ 8:30AM – 9:00AM

Welcome/Overview

Supporting Document Review/Updates since 2024 Retreat

Goal Discussion

Goal Refinement

Council Governance and Auxiliaries Discussion

Adjourn

Tour of Wastewater Plant ~ 34485 East Columbia Avenue

This meeting will be conducted in a handicap accessible room. If special accommodations are needed, please contact City Hall at (503) 543-7146, ext. 224 in advance.

TTY 1-503-378-5938



CITY OF SCAPPOOSE

2024 City Council Retreat



SCAPPOOSE
Oregon

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INTRODUCTION

The Scappoose City Council and management team gathered on January 27, 2024, for their annual Council Retreat. This retreat serves as an important opportunity for City leaders to engage in comprehensive discussion aimed at setting realistic goals aligned with Scappoose’s Community Vision; community and organizational need and opportunities; and the resources and capacity of the dedicated City staff.

The retreat offers a unique environment conducive to fostering collaboration and open dialogue amongst Council members and staff. It allows the team to step away from the day-to-day responsibilities and engage in substantive conversations focused on the seven tenets of the Community Vision and strategic actions required to bring that shared vision to life. Furthermore, the retreat offers the opportunity for Council and staff to engage directly with one another to share input and insights to develop a deeper understanding of the challenges and opportunities facing the community and organization. In this way, Council can harness the collective expertise and perspectives to identify realistic goals that are both aspirational and obtainable.

The City hired SSW Consulting, a professional strategic planning and facilitation consulting firm, to guide the process for the retreat and Council goal setting. In preparation for the retreat, SSW conducted outreach interviews with Council to gather input on challenges and opportunities facing the organization and community and City Manager Alexandra Rains conducted outreach with staff. Informed by the results of the outreach, SSW worked with City staff to develop an agenda designed to achieve the following desired outcomes:

- Build a shared understanding of the community and organizational context to inform the goal refinement process;
- Refine goals with clear actionable objectives to guide the development of a work plan and budget aligned with capacity and resources; and
- Identify what Council and staff need to be successful as a team to advance the goals through the city manager transition.

During the retreat, the team engaged in a collaborative exercise to develop a thorough assessment of the City’s current environment to develop a shared understanding of the existing community and organizational landscape. Using this assessment as a shared foundation, the team discussed how to refine the Council Goals to support the delivery of quality and relevant services and support a high-performing organization.

The resulting 2024 Council Goals reflect a shared commitment of Council and staff to serve all community members in Scappoose to the best of their ability. As staff works to implement the goals over the coming year, they will provide regular progress updates to Council to support transparency and accountability to the Scappoose community.

SCAPPOOSE TEAM

City Council

Joseph A. Backus, Mayor
Megan Greisen, (Former) Council President
Tyler Miller, Councilor
Jeannet Santiago, Councilor
Kim Holmes, Councilor
Andrew Lafrenz, Councilor
Marisa Jacobs, Councilor

City Team

Larry Lehman, Interim City Manager
Alexandra Rains, (Former) City Manager
Isaac Butman, Assistant to the City Manager
Susan Reeves, City Recorder
Laurie Oliver Joseph, Community Development Director
Carol Almer, Finance Administrator
Brian Jensen, Interim Public Safety Director
Dave Sukau, Public Works Director



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SCAPPOOSE VISION

In August 2016, City Council adopted the City Vision Statement to guide the City in making strategic decisions and allocating resources to address the current and future needs of the community. The City Vision Statement was prepared by the Community Vision Committee comprised of community members and City staff.

VISION STATEMENT

Scappoose is a small town nestled in the heart of a Pacific wonderland—surrounded by lush green forests, the majestic Columbia River, and panoramic views of the snowcapped Cascade Mountains. It is no secret why the Chinookan People made this unique place their home for centuries. Today, our community is distinguished by its balance of rural and urban living—we are proud of our independence and small-town personality, yet we value our closeness to neighboring cities and towns. Scappoose is friendly and welcoming, and we cherish the way we know, care about, and rely upon each other. We desire to preserve the harmonious qualities of our home as we anticipate change and look ahead to the future.

Smart Growth

Inspired by our responsibility to tomorrow’s generations, we pursue forward-thinking and sustainable solutions to grow mindfully while keeping in step with our environment. We strive for high-quality development and infrastructure, and to provide equal and affordable housing opportunities for all to live and raise a family.

Sustainable Economy

We take pride in our locally owned businesses that add quality and character to our town, and we respect our abundant natural resources that have sustained our community for years. We can forge a path to a balanced, local economy by opening doors for entrepreneurs, clean industry, higher education and research. We seek sustainable, living-wage jobs and careers that support families and future generations.

Local Pride

Art and self-expression greatly enhance our cultural identity, and we value our local artists who cultivate pride in our community. We strive to preserve our unique cultural artifacts and foster education and the arts by promoting city beautification, cultural heritage projects, and public art. We treasure our heritage as a meeting place for Native Americans, and we hope to honor those who lived here in the past as we tell the story of Scappoose in the present.

SCAPPOOSE VISION

Connected Community

Safe and comfortable transportation is central to our quality of life. We value our local trails that offer world-class opportunities for walking and biking, and our scenic byways that connect us to greater Oregon. We will work to ensure better connectivity, safer commuting, modern transit, and equal opportunities for people to walk, bike, ride or drive. We aspire to be a pleasant and accessible town, and we encourage others to slow down, explore, and enjoy Scappoose.

Lifelong Learning

We prize our exceptional schools and teachers that pass along our knowledge to future generations, instill our community with creative adaptability, and create cultural awareness and resilience. We aim to develop educational opportunities for all ages and ability levels as we strive to be a community that never stops thinking, learning, and doing.

Caring Community

Peace and good health are essential to our town’s growth and well-being. We value our community spaces and parks that support active living and civic engagement, and we cherish how we care for and rely upon each other. We strive to be aware and prepared, and to empower everyone to lend a hand when challenges arise. We aspire to be a neighborly community where anyone can safely and comfortably visit businesses and schools, enjoy the outdoors, and be at peace in their homes.

Passionate Stewardship

Our wild and scenic landscape is an extension of our community, and we treasure our beautiful setting that makes Scappoose a serene place to live. We are committed to nurturing and preserving our open spaces, natural habitats, and diverse ecosystems, and we will champion new opportunities for conservation and peaceful engagement with our environment. As stewards of our land, air, and water, we seek to protect this special place for generations to come.

ENVIRONMENTAL SCAN

CONTEXT MAP

Examining the current context of the organization provides valuable information for strategic decision making in the goal refinement process. A thorough understanding of where the organization is today ensures the resulting goals are responsive to needs in the community and organization to support sustainable growth and the provision of quality city services.

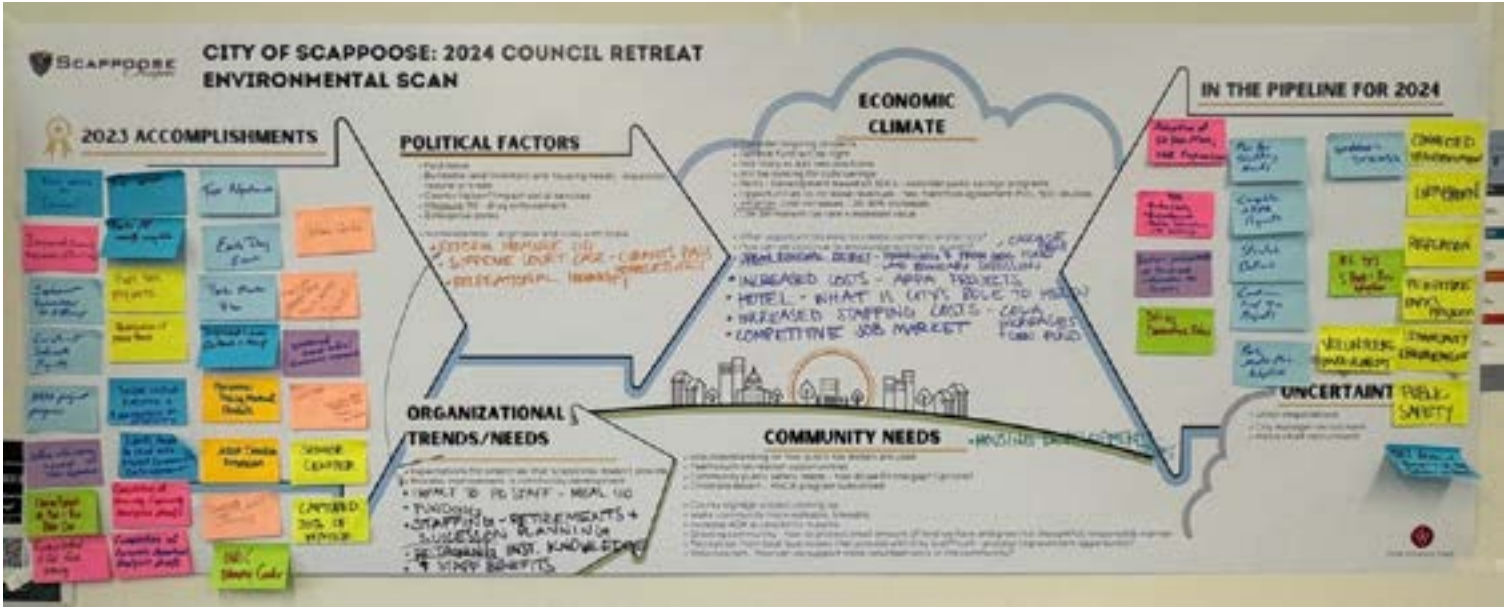
Recognizing and celebrating successes is an important part of the process as it acknowledges the hard work of staff and Council as well as sets a positive tone for the team moving forward as they pursue the 2024 Goals. Being aware of the various department priorities for the coming year enables Council to stay informed of the breadth and depth of the City’s work already underway.

In preparation for the retreat, SSW developed a working context map with the results of the Council outreach interviews and the team discussion at the 2023 retreat for the team to build on together during the shared exercise. As a group, the team shared their top accomplishments from 2023 and key projects “in the pipeline” for 2024. The group discussed the current economic climate, political factors, organizational trends/needs, community needs, and uncertainties for Council to take into consideration in the goal refinement process.

The insight gained from the context map exercise supports the development of Council goals that are both realistic and aspirational to move the City forward strategically. Additionally, assessing the external and internal challenges and opportunities facing the organization and community enables the team to collaboratively problem solve and prioritize resources to support a high-performing organization equipped to serve the community effectively.

ENVIRONMENTAL SCAN

The results of the discussion are summarized in the following graphic.



2023 Accomplishments

- New voices on Council
- PD Rehab
- Fee adjustments
- Increased community engagement (position)
- Parks Master Plan mostly complete
- Earth Day event
- Peace Candle
- Implement technology for efficiency
- Fuel tax projects
- Parks Master Plan
- Finalized Master Plan – Stormwater and Parks
- Construct sidewalk projects
- Rehabilitation of police force
- Improved and more outreach and transparency
- Increased social media/community engagement
- ARPA project progress
- Personnel policy manual update
- Social media presence = Increased awareness in community
- Supported: Adventure Fest, Earth Day, Movies in the Park
- Office efficiency and assist other departments
- Land available to feed into overall community development
- ARPA deadline extension
- Senior Center
- Commitment of Parks and Recreation Plan development
- Completion of Housing Capacity Analysis draft
- Basalt well permit
- Captured 20% of water
- Completed CDC fee study
- Completion of Economic Opportunities Analysis draft
- OMIC Training Center

ENVIRONMENTAL SCAN

Political Factors

- Paid Leave
- Buildable land inventory and housing needs
- County liaison? Impact social services
- Measure 110 – drug enforcement + potential reform
- Homelessness – align laws and rules with State
- Supreme Court Case – Grants Pass (Homelessness)
- Recreational immunity

Political Factors

- Consider ongoing projects
- General Fund will be tight
- Not likely to add new positions
- Will be looking for cuts/savings
- Parks – development based on SDCs – consider parks savings programs
- Opportunities to increase revenues – fee, franchise agreements PUD, SDC studies
- Inflation, cost increases – 20-30% increases
- Low permanent tax rate and assessed value
- What opportunities exist to create commercial districts?
- How can we continue to encourage economic growth?
- Urban Renewal District – funneling money from General Fund, land boundary discussion, Cascade Property
- Increased costs – ARPA projects
- Hotel – what is the City’s role to help?

Community Needs

- Misunderstanding on how public tax dollars are used
- Teen/youth recreation opportunities
- Community public safety needs – how do we fill the gap? Options?
- Childcare desert – YMCA program subsidized
- County signage project coming up
- Make community more walkable, bikeable
- Increase ADA accessibility in parks
- Growing community – how to protect small amount of land we have and grow in a throughfall way
- Perception from local businesses that process with City is difficult – process improvement
- Volunteerism – how can we support more volunteer work in the community?
- Housing developments - 2025

ENVIRONMENTAL SCAN

Organizational Trends

- Expectations for amenities that Scappoose doesn’t provide
- Process improvement in community development
- Impact to PD staff – Measure 110
- Funding
- Staffing – retirements and succession planning, retaining institutional knowledge
- Increased staff benefits
- Increased staffing costs – COLA increases, General Fund
- Competitive job market

Uncertainties

- Union negotiations
- City Manager recruitment
- Police Chief Recruitment

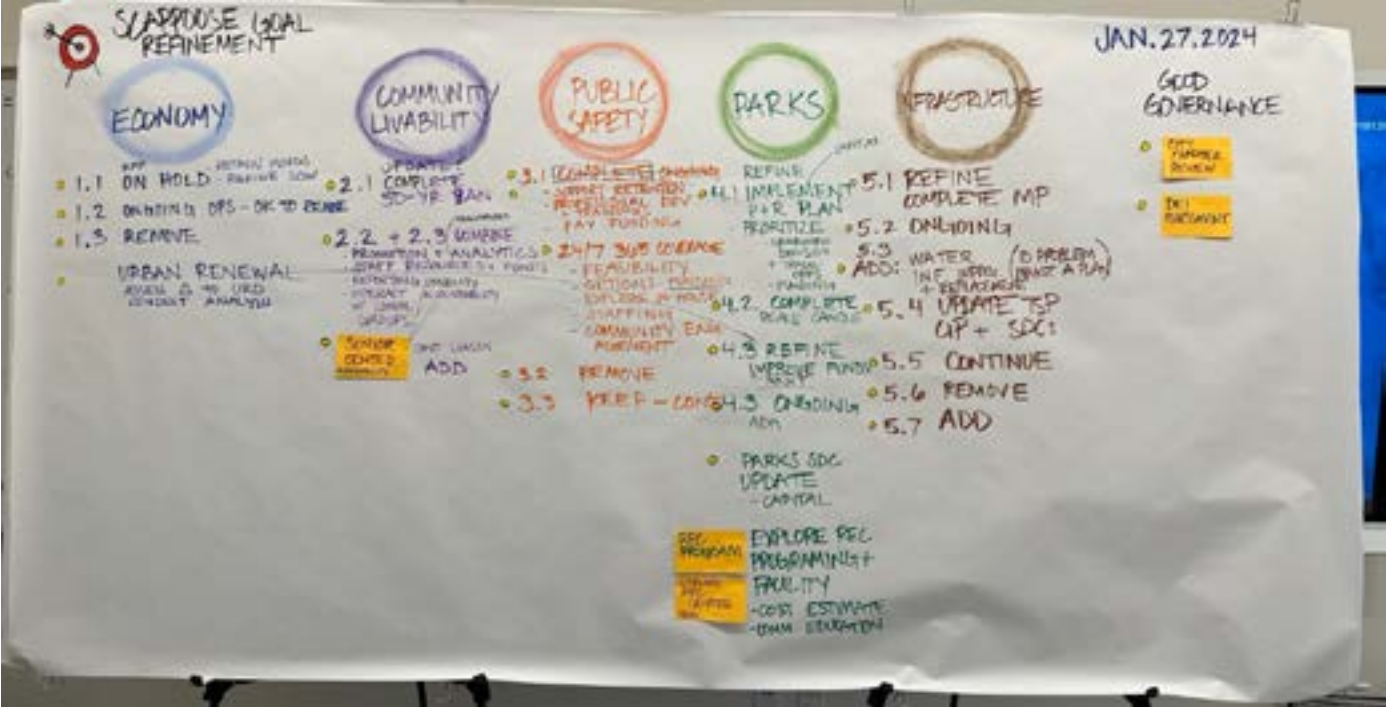
In the Pipeline for 2024

- Adoption of 50 Year Plan, UGB expansion
- SPD: Retention, recruitment, positive interactions with community
- Better presentation of financial information to Council
- Define committee roles
- Plan for staffing needs
- Complete ARPA projects
- Stretch dollars
- Continue fuel tax project
- Grabhorn – discuss
- DEI
- Parks and Recreation adoption
- Volunteers involvement
- Connected Transportation
- Grabhorn
- Recreation
- Prioritize Parks projects
- Community engagement
- Public Safety
- DEI Assessment
- Bargaining
- Community outreach

GOAL REFINEMENT PROCESS

City Council and staff meet on an annual basis to refine the Council Goals to provide policy direction to the organization for the coming year. The Council goals guide the development of the City’s budget and department work plans to align resources and staff capacity accordingly.

In advance of the retreat, City staff provided Council a goal status report documenting the work completed to date on the supporting objectives as well as recommendations to consider in the goal refinement process. During the retreat, Council and staff participated in a facilitated discussion to review the status of the 2023 goals and objectives to determine which objectives were complete, ongoing, or needing refinement. Building on the information and insights gathered during the environmental scan exercise, the team discussed how the objectives needing refinement should be updated to reflect the work completed in 2023 as well as opportunities on the horizon for 2024 and beyond. Additionally, the group discussed ideas for any new proposals for Council to consider adding to the 2024 Goals. The following images summarize the results of the goal refinement exercise.



GOAL

DEVELOP A VIBRANT AND DIVERSE LOCAL ECONOMY

ACTION	LEAD	TIMELINE
1.1 Refine scope of work and retain funds for community branding project	Community Development	2025
1.2 Identify and conduct analysis of potential changes Urban Renewal District	Finance	2024-25

GOAL

ENHANCE COMMUNITY LIVABILITY

ACTION	LEAD	TIMELINE
2.1 Complete the 50-Year Plan	Community Development	2024-25
2.2 Continue to promote community events, increase community outreach, and track the outreach impact	City Manager's Office	Ongoing
2.3 Foster collaborative partnership with senior center	City Manager's Office	Ongoing

GOAL

CREATE A SAFE CITY WITH A VISIBLE PUBLIC SAFETY PRESENCE

ACTION	LEAD	TIMELINE
3.1 Develop and implement plan to retain Police Department personnel	Police	Ongoing
3.2 Fund increased community engagement and outreach for public safety	Police	Ongoing
3.3 Conduct feasibility study with community outreach to increase to 24/7 public safety coverage	Police	Ongoing

GOAL

DEVELOP A DIVERSE AND ACCESSIBLE PARK SYSTEM FOR PEOPLE OF ALL ABILITIES

ACTION	LEAD	TIMELINE
4.1 Implement the Parks and Recreation Master Plan, prioritize projects, and pursue funding for priority projects	Public Works	2024-25
4.2 Apply for OPRD LGGP grant for Grabhorn Park with focus on development of Grabhorn Property	Public Works	2024-26
4.3 Evaluate and implement funding mechanism for park maintenance and development	Public Works	2024-26
4.4 Prioritize upgrades for existing parks to current ADA standards and fund improvements	Public Works	Ongoing
4.5 Complete Parks System Development Charges (SDC) update	Public Works	2024-26
4.6 Explore feasibility of recreation program and facility	Public Works	2024-26

GOAL

PLAN AND INVEST IN RESPONSIBLE AND SUSTAINABLE COMMUNITY INFRASTRUCTURE

ACTION	LEAD	TIMELINE
5.1 Complete City Facility Master Plan	City Manager's Office	2024-25
5.2 Capacity upgrade for wastewater treatment facilities	Public Works	2021-28
5.3 Develop and implement plan to address aging water infrastructure	Public Works	
5.4 Update Transportation System Plan CIP and Transportation System Development Charges (SDCs)	Public Works	2023-25
5.5 Complete ARPA funded infrastructure projects	Public Works	2023-26
5.6 Update wastewater rates and System Development Charges (SDCs)	Public Works	

GOAL

SUPPORT GOOD GOVERNANCE AND STRENGTHEN INTERNAL OPERATIONS FOR ORGANIZATIONAL RESILIENCY

ACTION	LEAD	TIMELINE
6.1 Conduct City Charter review	City Manager's Office	2024-25
6.2 Conduct Diversity, Equity, and Inclusion (DEI) assessment of internal City operations	City Manager's Office	2024-25

NEXT STEPS


Following the adoption of the Council Goals, staff will develop department work plans to carry out the objectives under each goal. Additionally, the goals will guide the development of the annual budget to align resources and staff capacity with Council priorities. Staff will report progress to Council on an ongoing basis and include relevant information pertaining to the goals in department reports to Council.

Given the current leadership transition within the organization and on Council, it is recommended for Council and staff to reconvene once a permanent City Manager and Police Chief are hired and the upcoming vacant Council seat is filled. At that time, staff can provide a thorough goal status update for Council to assess and, where applicable, further refine the Council Goals. Additionally, it is recommended for Council and staff to develop an updated shared team agreement outlining how the team commits to work together effectively to carry out the Council Goals in service to the Scappoose community.





CITY OF SCAPPOOSE

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 Scappoose.gov



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Scappoose, OR 97056



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Oregon

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Ashley Sonoff, Associate

Sasha Konell, Engagement Strategist



SSW CONSULTING



Scappoose 50-Year Plan

DRAFT Vision Statement

February 14, 2023

Over the next 50 years, Scappoose will grow into a community with:

Friendly and connected neighborhoods

Scappoose's small-town community feel is enhanced through a connection to people and a celebration of place. The City fosters a spirit of collaboration between partners and jurisdictions. The community invests in its youth through excellent schools and modern facilities. The school district connects families and works in tandem with the City to expand access to community resources, programs, and amenities for people of all ages, abilities, language, race and backgrounds. Neighborhoods are nestled into the landscape and built to ensure families can live, work, learn and thrive in Scappoose across multiple generations. They include a diversity of housing choices with unrivaled access to natural areas and a network of local walking and biking trails. The community remains safe, friendly, and accessible for all.

A strong and innovative economy

Scappoose invests in a lively and attractive downtown core. The pedestrian-friendly, mixed-use environment supports locally owned businesses that provide a wide variety of services and retail options. The quality and character of Scappoose's downtown and heritage industries is complemented by its position as a hub for world-class manufacturing innovation and technology. Oregon Manufacturing Innovation Center (OMIC) and Portland Community College (PCC) provide innovative facilities that promote workforce training and create synergies for furthering education, research and development, and clean industry. The duality of local and national economic engines provides sustainable living wage jobs and opportunities for investment back into the community. In Scappoose, the "candle burns bright."

Unparalleled access to the great outdoors

Scappoose's lush forests, waterways and open spaces are intentionally preserved through clustered development and the enhancement of key community amenities like the Crown Z Trail, Veterans Memorial Park, and Chapman Landing. Linear trails along riparian corridors connect neighborhoods north to south, and there is a balance between improving access to outdoor recreational opportunities and conserving natural spaces for the protection of habitats and ecosystems. A culture of environmental stewardship ensures development is thoughtful, responsive, adaptive, and resilient.

Well-planned infrastructure

Scappoose boasts modern and reliable public facilities and services that support carefully planned growth. Infrastructure improvements are built in tandem with development and are built for redundancy in the face of natural hazards. A connected road network aids in local circulation and relieves traffic along Highway 30. Geographic barriers like the railroad and Highway 30 are overcome through safety improvements, enhanced transit, and upgraded pedestrian and bicycle facilities that provide safe and efficient travel routes. Local trail systems blend with the pedestrian and bicycle network, promoting transportation options across town that are safe, accessible, and enjoyable for all.

III. Key Themes

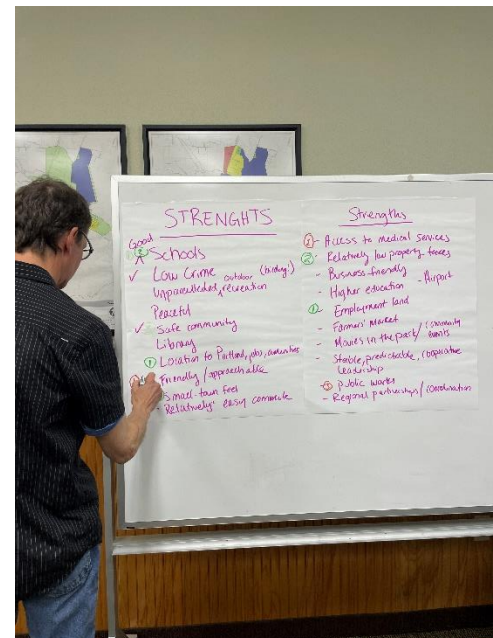
The following key themes emerged from the outreach conducted through this process. They are bulleted below and include a word cloud developed from the responses received through the online survey (including community conversations).

What makes Scappoose special today?

- Small-town feel
- Friendly and close-knit community
- Access to nature and the outdoors
- Access to the greater region
- Affordability
- Natural beauty
- Cleanliness
- Community events
- Quality of life
- Family-friendly
- First responders
- Strong economy
- Good local businesses
- Great schools
- History and heritage
- Safety and low crime
- Quietness



farmers market developing growth beautiful maintained old
 open space smaller Family walking plan improvements housing
 safe special river love creeks access shopping
 Nature access country schools resources
 Small town atmosphere walking trails
 The Community friendly parks nice
 Near Portland support businesses quiet great
 easy access grow restaurants space options library local
 opportunities land made Scappoose special build events
 neighborhoods public development



What about Scappoose would you like to see change in the future? What can improve?

- Increased tourism
- Less traffic and better traffic management
- Limits to growth and development
- Limit to large housing developments
- Preservation of greenery and open space
- Greater access to natural areas
- Greater housing affordability and opportunities
- More community amenities and spaces
- Better access to community resources
- More public transport options
- Greater variety of retail options
- Attract more local businesses
- Connected pedestrian infrastructure
- Well-maintained infrastructure
- Foster a greater sense of community
- Boost local economic development
- Improve and connect the transportation network
- Maintain safety and low crime

recreation waterfront activities events diversity paths
neighborhoods attract St Helens speeding apartments
improvements safe Stop building people food
Improve downtown growing building work
sidewalks pedestrian More businesses
shopping community local parks community center
schools home housing job
Want community pool small businesses highway
friendly access growth Portland streets bypass water
opportunities infrastructure traffic planning roads

See appendix for supporting information and raw data, including:

A. Annual Town Meeting Map Activity and Notes

B. Online Survey Responses



CITY OF SCAPPOOSE

Parks, Trails, & Open Space Plan

Adopted March 4, 2024

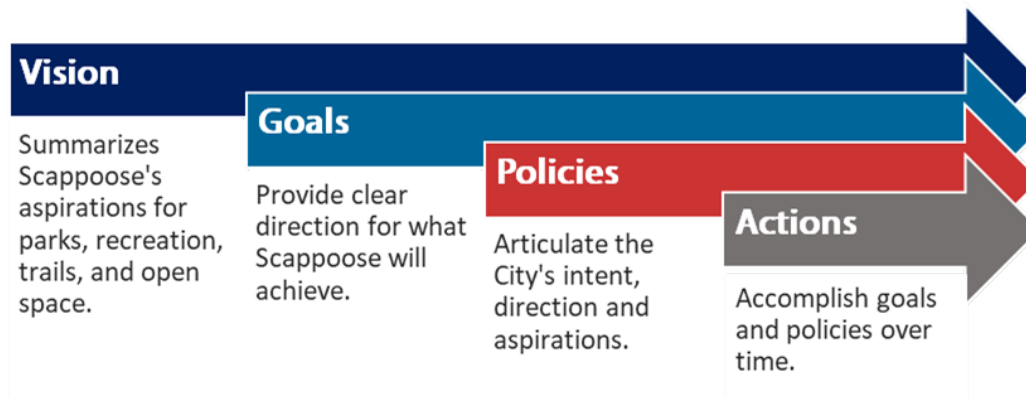
RECOMMENDATIONS

This chapter reflects the insights of residents, stakeholders, elected officials, advisory groups, and staff and defines the City's vision, goals, and policies for parks, recreation facilities, trails, programs, open space, and related services. The community's vision and goals serve as the foundation for the City's Parks, Trails, and Open Space Plan. They guide decisions as the City of Scappoose continues to enhance park and recreation experiences over the next twenty years and are the framework for systemwide recommendations.

Plan Framework

The framework is organized by one overarching vision, six goals, and subsequent policies that provide the community, stakeholders, and decisionmakers with a clear picture of the desired Scappoose park and recreation system. Appendix E includes proposed actions under each policy that describe how the City will accomplish goals and policies. Figure 4.1 illustrates the relationship between the City's vision statement and the goals, policies, and actions that can make it a reality.

Figure 4-1: Policy Framework



Goals and Policies

The City of Scappoose strives to achieve this vision through the following goals for parks, recreation, trails, and open space:

1

Provide quality parks. Provide well-distributed, well-developed parks for all Scappoose residents.

2

Take care of what we have. Manage, maintain, and create parks, facilities, and open space that support safe, attractive, and engaging recreation and green space.

3

Serve all ages and abilities. Diversify recreation opportunities by providing a variety of inclusive, accessible park facilities and experiences.

4

Connect residents to the natural environment. Strive to protect and enhance natural areas, understanding the health and wellness benefits to the community when connected to nature.

5

Create a connected system. Prioritize trail connections that support active transportation and recreation, connecting key parks and City destinations.

6

Support and expand local collaboration. Leverage resources through strategic and deliberate partnerships to provide community supported facilities, programs, events, and services.

1 Provide Quality Parks

- 1.1 Strive to identify, acquire, and develop new Neighborhood Parks within a 10-minute walk of all residents.
- 1.2 Provide a variety of park types throughout the City.
- 1.3 Design and develop quality park facilities and amenities.
- 1.4 Balance the need for new parks, facilities, and improvements with investments in existing parks and facilities.

2 Take Care of What We Have

- 2.1 Develop and apply consistent design standards and maintenance practices for the parks system.
- 2.2 Actively address deferred maintenance needs.
- 2.3 Develop a stronger volunteer system that builds ownership and support for Scappoose's parks, facilities, trails, open space, and programs.
- 2.4 Dedicate funds to maintain current parks, trails, and open space and anticipate funding needed for the expanded system.

3 Serve All Ages and Abilities

- 3.1 Engage park users of different ages, genders, income levels, cultural backgrounds, abilities, and interests.
- 3.2 Work to meet the community needs for high-quality athletic and fitness facilities.
- 3.3 Increase accessibility and inclusivity of Scappoose parks, facilities, trails, public open space, and other amenities.

4 Connect Residents to the Natural Environment

- 4.1 Steward and manage passive recreation areas, open space, and natural areas for the enjoyment and health of community members.
- 4.2 Enhance access to and use of open spaces and natural areas while balancing resource management needs.
- 4.3 Promote the development of park and recreation facilities that minimize impacts to natural areas and habitats, especially those that are environmentally sensitive.

5 Create a Connected System

- 5.1 Promote and provide multi-use trail connections to parks and recreation facilities.
- 5.2 Provide a variety of trails and trail amenities within parks and open space to support trail-related recreation and connectivity.

6 Support and Expand Local Collaboration

- 6.1 Coordinate with other public and private organizations, and private developers, to provide a wider range of facilities and programming within Scappoose to avoid the duplication of services.




Annual Town Meeting

April 8, 2023

I Live:


1. Inside Scappoose
City Limits

58%

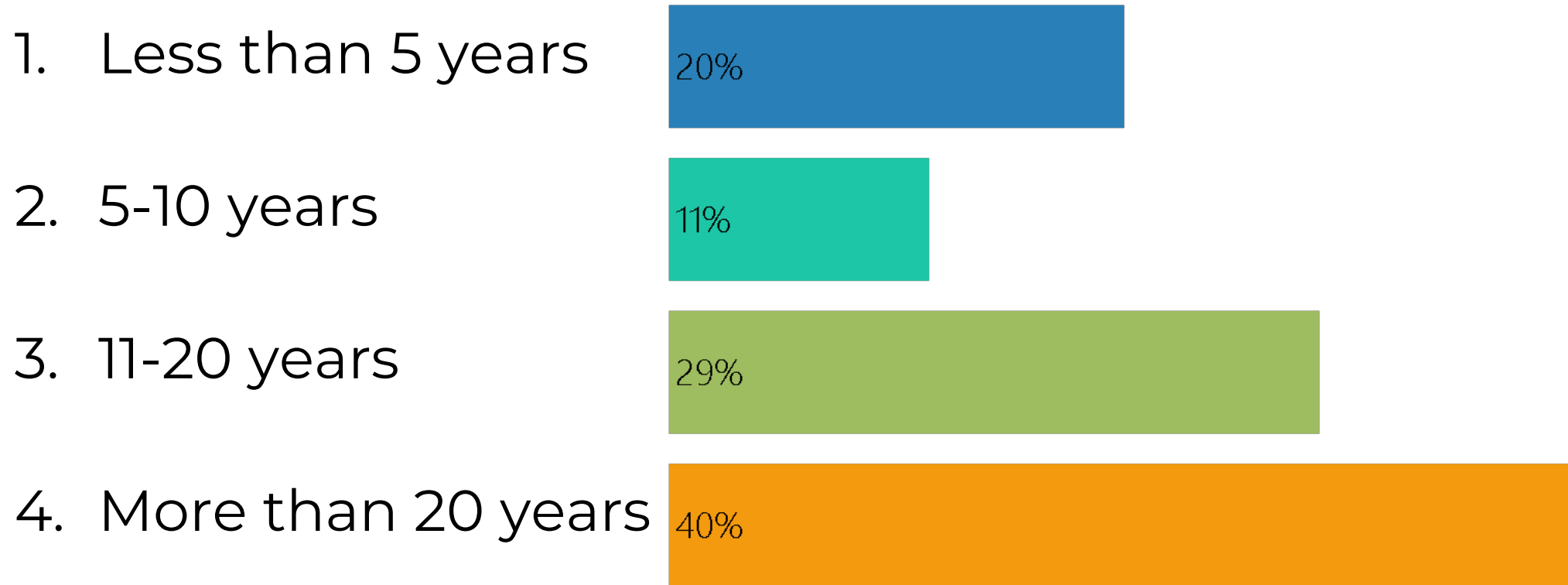
A horizontal bar chart with two bars. The first bar is blue and represents 58%. The second bar is teal and represents 42%.

2. Outside Scappoose
City Limits

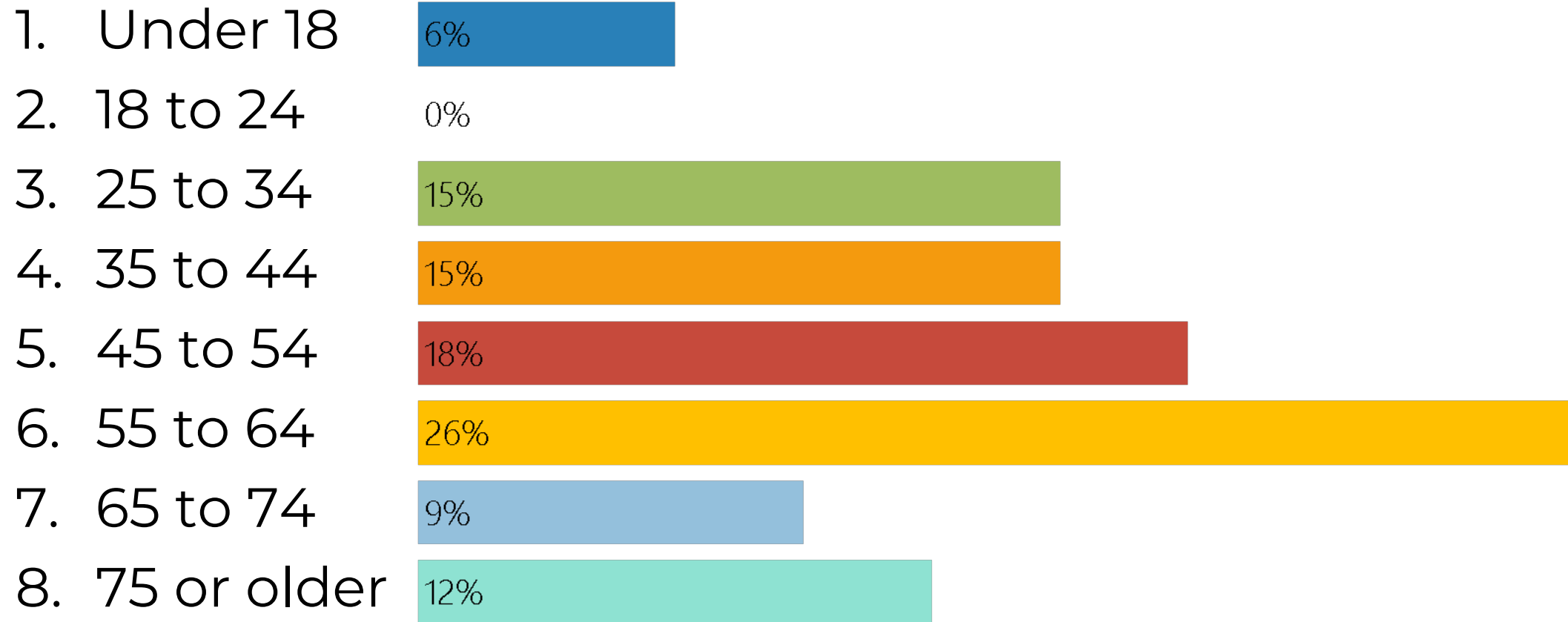
42%

A horizontal bar chart with two bars. The first bar is blue and represents 58%. The second bar is teal and represents 42%.

How long have you lived in Scappoose?



Your Age (category)?



In general, would you rather the City:

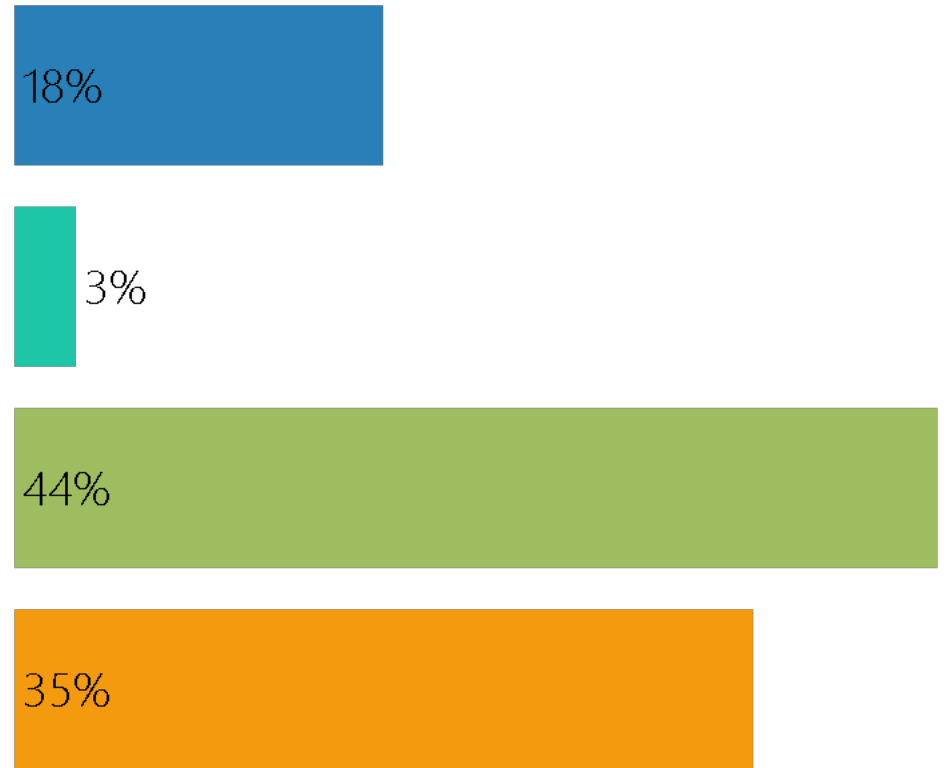
1. Focus investment to make one site (at a time) great
2. Spread investment to do more smaller things across the community

65%

35%

What kind of improvement is most important for the City to build?

1. Access and improvements to **new parks or natural areas**
2. Enhance **play features** already in our parks
3. Add **new or more** features to **existing** parks
4. New **trails or pathways**

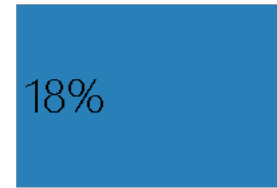


What level of investment should Scappoose target for the next 10 years?

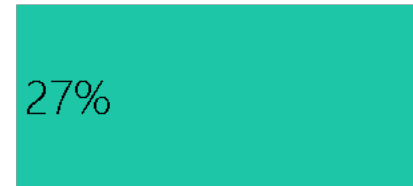


Would you be willing to pay more (in taxes) to expand and support our park system?

1. Yes, to fund **building new** features and improving parks



2. Yes, to fund **better maintenance and programs** in existing parks



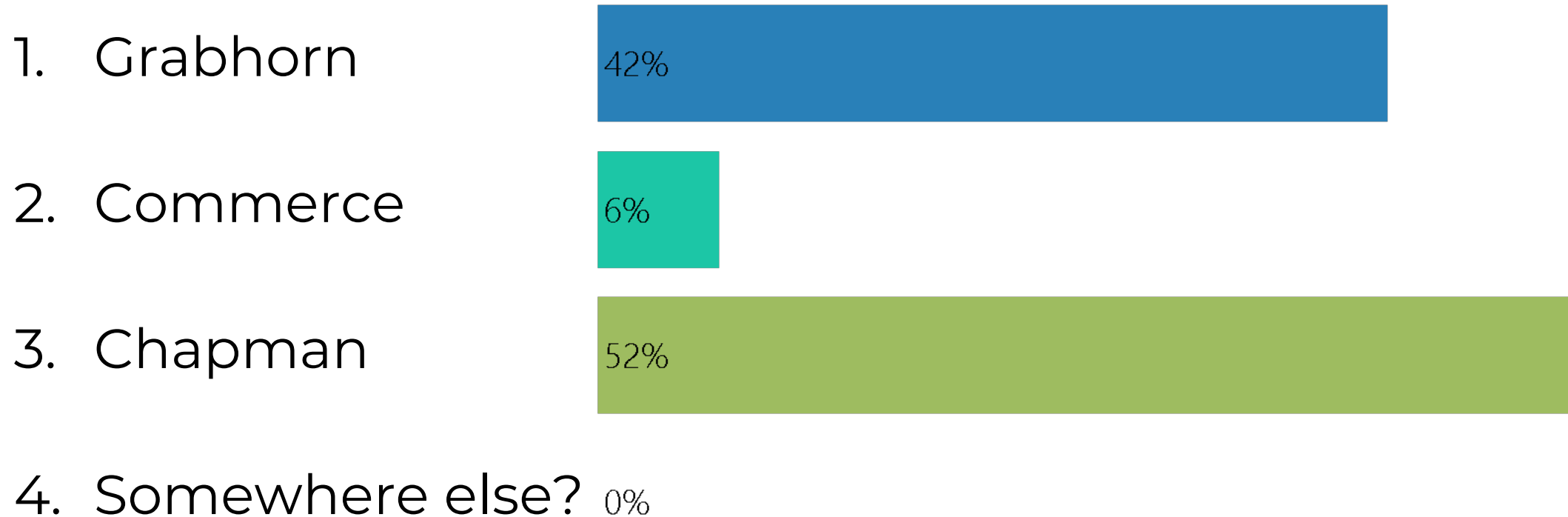
3. Yes, to fund **new features, improving parks, enhanced maintenance, and programs**



4. No



If the City focuses investment at one site, where should we start?





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Department Accomplishments - 2024

Community Development

- Continued work on 50-Year Plan
- Participated in interviews and solution building for Columbia Economic Team's Business Community Connection Project
- Successfully completed the Buxton Ranch approval process
- Continued coordination on SDIC LOMR
- Facilitated adoption process for Parks Master Plan
- Processed two Urban Renewal Grant projects to completion
- Improved the Urban Renewal Grant Program process
- Facilitated the Scappoose community video
- Continued coordination on development of Columbia Commerce Center

Finance

- Researched and provided advice on compression in the Urban Renewal District
- Streamlined and improved payroll process

Police

- Maintained an independent Police Department
- Completed and signed an updated Collective Bargaining Agreement, providing crucial market adjustments for officers to assist with retention and recruitment
- Positive retention of officers and increased positive work culture
- Hired two new Patrol Sergeants (currently in background investigations) adding additional personnel and additional supervision within the department
- Adding of an additional Field Training Officer within the Department
- Increased community outreach activities to continue building a positive relationship and connection to our community, including Movies by Moonlight, 7-Mile Showdown, Donut Day fundraising event, and Chief for a day
- Established Code Enforcement Program with dedicated Code Enforcement Officer

Public Works

- Admin
 - Refine contracting methods/procedures
 - Continued to improve financial/budgeting methods
 - Contracted w/ SBWC for GIS services
 - Converted asset management services to iamGIS from Cityworks
 - Applied for Parks and Water grants
- Staffing
 - Hired two new Utility Workers



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- Continued hiring seasonal workers for parks and facility maintenance
- Equipment
 - New zero turn mower
 - New Kubota subcompact tractor
 - New small sander for 1-ton dump truck
- Parks
 - Continued efforts with Skag
 - Security Camera improvements/refinement
 - Grabhorn Concept Design (ongoing)
 - IGA w/SBWC (ongoing)
 - IGA w/LCEP (ongoing)
 - Constructed Reach F w/SBWC
 - Continued Chapman Landing Improvements
 - Assist with Community / Park events coordination
 - Earth Day clean up event
 - Holiday Lighting
 - Fountain restoration (reinstall with new paint)
- Streets
 - Crosswalk and stop bar painting
 - Perform crack sealing
 - Installed reflectors
- Storm
 - Cleaned approximately 200 catch basins
 - Continue to develop SW Fund
 - Continued citywide sweeping
 - Replaced culvert under CZ Trail
- Water
 - Completed design of Oak & Myrtle waterline replacement
 - Continued design of NW 5th waterline replacement
 - Installed approximately 1,000 new Kamstrup meters (ongoing)
 - Performed approximately 25 repairs to aged water mains and service lines
 - Continued efforts to reduce water loss
- Water Treatment
 - Dam flushing and maintenance (yearly)
 - Completed Keys Reservoir design and began construction
 - Completed construction of the new DC-3 well
 - Began construction of the new basalt well
 - Completed Keys Plant Chemical Tank replacement
 - SCADA upgrades (ongoing)
 - Pump replacements
 - Performed lighting improvements in Keys Water Plant
- Wastewater



SCAPPOOSE
Oregon

- Sewer Cleaning (38K feet)
 - Sewer TV (34K feet)
 - Address Roots with contractor (3K feet)
- Wastewater Treatment
 - Complete Biosolids Dryer installation
 - Begin WWTP Phase 1 construction
 - Construct new Smith Road Pump Station
 - Add new full time WW Operator



Department Initiatives - 2025 & Beyond

Community Development

- Complete and adopt the 50-Year Plan
 - Complete Development Code updates
 - Complete UGB/UR analysis
 - Complete TPR analysis
 - Adoption hearings with City and County
- Continue coordinating with the City of St. Helens and Columbia County on the Scappoose - St. Helens Trail Project
- Apply for Main Street Oregon grant for downtown improvements
- Apply for TGM Grant for:
 - Transportation System Plan update
 - Downtown Improvement Plan
- Facilitate community branding project
- Facilitate community events in downtown core that promote community connection and small business growth
- Provide greater flood insurance discount through CRS program by updating floodplain ordinance
- Earn various certifications to improve customer service and skill development
- Improve customer-facing resources to make the land development process as straightforward and transparent as possible
- Improve construction document submittal process
- Look into hiring an engineering consultant to assist with plan review during periods of peak workload
- Update the Public Works Design Standards
- Succession planning for Engineering Department

Finance

- Continue to evaluate the impact of compression on the Urban Renewal District
- Update projects in the Urban Renewal Plan based on which have been completed
- Review spending procedures to improve efficiency based on modern practices
- Hire and train part-time City Hall administrative assistant
- Train and reassign payroll functions
- Begin to strategize for fuel tax sunset in 2029

Police

- Continue to work towards staffing and patrolling at 24-hour coverage



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- Hire and train last open Patrol position
- Transition to Glock 47 9-mm package, replacing ~15-year-old firearms service weapons
- Incorporate new software within the Department to allow citizens to initiate police reports online for low-level criminal offenses not requiring an immediate officer response
- Incorporate Guardian Tracker system to assist with transitioning the Police Department to filing electronic Use of Force Reports, Pursuit Reports, and other documentation instead of paper
- Onboard two new Sergeants into Police Department and provide them essential supervisor training for their success in their new roles
- Establish SPD Reserve Program
- Add additional positions (Detective, 2 Corporal, School Resource Officer)
- Establish Citizen Academy to understand operations of Police Department
- Establish Comfort K-9 program to assist with community engagement and interactions and officer wellness
- Research and plan for vehicle upgrades
- Improve radio equipment and performance

Public Works

- Admin
 - Continue to improve financial/budgeting methods
 - Address employee certification constraints, retirement, desire of employment, retention and pay
 - Assist with Code Enforcement improvements, code, and procedures
 - Implement iamGIS into daily work management
 - Continue to seek and utilize grant funding
 - Project close out for ARPA funded project
 - Manage SRF and SPWF loans
 - Work on DEQ TMDL compliance
 - Seek additional infrastructure funding mechanisms for long term planning/ projects
 - Evaluate wastewater rates
 - Begin planning for facility improvements
 - Identify additional monies for the Parks Department (General Fund)
- Staffing
 - Continue hiring seasonal workers for parks and facility maintenance
- Equipment
 - Budget for mid-size dump truck
 - Budget for man lift
 - Budget for chipper
- Parks



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Oregon

- Apply for LGGP Grant (large) for Grabhorn Park construction
 - Apply for LGGP Grant (small) play structure at Veteran's
 - Add security camera @ Chapman Landing
 - IGA w/SBWC (ongoing)
 - IGA w/LCEP (ongoing)
 - Plant Reach F
 - Continue Chapman Landing improvements
 - Assist with community/park events coordination
 - Work to enhance holiday lighting
 - Construct temporary disc golf course at Grabhorn
 - Improve donation procedures
 - Identify funds for additional staffing in Parks
 - Construct service access to Vista property on Luma Vista
 - Research opportunities for recreation department
 - Upgrade playground equipment
- Streets
 - Perform in-house street maintenance
 - Update, improve, and promote Sidewalk Repair Program
 - Continue to implement Fuel Tax projects
 - Evaluate citywide sidewalk condition and create plan to address
 - Continue streetlight enhancements
 - Begin preparation of next pavement overlay project
- Storm
 - Maintain stormwater infrastructure
 - Develop and implement CIP
 - Install UIC retrofit measures
 - Continue citywide sweeping
 - Address water quality facility maintenance (HOA)
- Water
 - Construct Oak & Myrtle waterline replacement
 - Complete design of NW 5th waterline replacement
 - Complete installation of Kamstrup meters
 - Continue efforts to reduce water loss
 - Rehab watershed roads
 - Perform citywide system flushing
 - Work with SRFD on hydrant maintenance tracking in GIS/Asset Management
- Water Treatment
 - Dam flushing and maintenance (yearly)
 - Complete new 3 million-gallon reservoir construction
 - Complete construction of the new basalt well



SCAPPOOSE
Oregon

- SCADA upgrades (ongoing)
 - Contract with well contractor for annual maintenance services
 - Perform reservoir security and maintenance tasks
 - Continue improvements to water treatment plants
- Wastewater
 - Continue maintenance of WW collection system
 - Identify pipeline replacement/upsized projects
 - Identify funding for collections projects
- Wastewater Treatment
 - Identify new disposal locations for biosolids
 - Continue WWTP Phase 1 construction
 - Begin planning of next pump station replacement



To: Mayor Backus, Council President Miller, and Scappoose City Council
From: Chair Christine Turner, Vice Chair Karl Fenstermaker, and the Scappoose Economic Development Committee
Date: January 16, 2025
Subject: EDC Recommendations for Council Goals & Objectives

Following a goal setting workshop at its December 12, 2024 meeting, the Scappoose Economic Development Committee (EDC) unanimously voted on its annual recommendation for Council Goals & Objectives. We, the EDC, support the Council by providing policy advice on the City's economic development initiatives, including proposing new initiatives to support your annual goal setting exercise and our collective community vision for the Scappoose economy. We see these goal proposals as forward thinking and responsive to the challenges Scappoose faces in realizing its ideal economic state.

Our goal recommendations:

1. Develop and implement a plan to create a vibrant downtown corridor that serves as a hub for economic activity and community engagement;
2. Reopen the community branding goal/project;
3. Foster collaborative partnership with Scappoose School District; and
4. Foster collaborative partnership with Scappoose Public Library.

Communities with thriving downtowns are the communities that best support their small businesses and give them the best chance to succeed. We have found that Scappoose community members (both citizens and City officials) answer inconsistently when asked where our downtown is and where it should be. A downtown strategic plan would identify a unified area for our downtown as well as recommend code updates, recruitment strategies, and infrastructure improvement mechanisms to help us see the downtown we all want come to life.

The community branding project is an essential for economic development and the city overall. So many projects, very often community events, come back to the question of who we are and how we want to be known inside and outside Scappoose. Going through this exercise and adopting a unified vision for Scappoose will bring everyone on the same page with these common questions and give us a path to implement that vision.

Suggestions #3 and #4 model the Council's existing goal to foster collaborative partnerships with the Senior Center. We believe that if we have goals to support the Senior Center, that the City

Please contact Assistant to City Manager/City Planner N.J. Johnson njohnson@scappoose.gov for any questions regarding this memorandum.



should also prioritize relationships with the School District and Library. If these types of goals are not seen as applicable to this particular goal setting exercise, we urge the Council and staff to continue collaborating with these partners regardless of it being listed as a goal or not.

We thank you very much for considering our priorities for Scappoose and economic development. Best of luck at your goal setting retreat.

Please contact Assistant to City Manager/City Planner N.J. Johnson njohnson@scappoose.gov for any questions regarding this memorandum.