



SCAPPOOSE *Oregon*

THURSDAY, DECEMBER 12, 2024

ECONOMIC DEVELOPMENT COMMITTEE MEETING AGENDA

REGULAR MEETING AT 12:00 PM

33568 E COLUMBIA AVE; SCAPPOOSE, OR 97056 & [MICROSOFT TEAMS](#) (HYBRID)

Please submit public comment to N.J. Johnson at njohnson@scappoose.gov or in writing to Scappoose City Hall (33568 E Columbia Ave; Scappoose, OR 97056) by December 11, 2024 at 5:00 pm. Public comment can also be made verbally at the beginning of scheduled meetings.

This meeting will be conducted in an accessible room. If special accommodations are needed, please contact City Recorder Susan M. Reeves at (503) 543-7146, ext. 224 in advance.

TTY 1-503-378-5938

Topic

- | | | |
|-----------|---|-----------------|
| 1. | Call to order | 12:00 pm |
| 1.1. | Approval of Agenda: December 12, 2024 | |
| 1.2. | Approval of Minutes: November 14, 2024 | |
| 1.3. | Public Comment | |
|
 | | |
| 2. | New Business | 12:05 pm |
| 2.1. | Discussion & Recommendation 2025-2026 City Council Goals & Objectives
N.J. Johnson, Laurie Joseph, and Ben Burgener | |
| 2.2. | Discussion Economic Development Strategic Plan Draft
Vice Chair Karl Fenstermaker | |
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 | | |
| 3. | Announcements | 1:25 pm |
| 3.1. | Next meetings <ul style="list-style-type: none">• January 16, 2025 at 12:00 pm• February 20, 2025 at 12:00 pm• March 20, 2025 at 12:00 pm | |
|
 | | |
| 4. | Adjourn | 1:30 pm |



SCAPPOOSE *Oregon*

THURSDAY, NOVEMBER 14, 2024
ECONOMIC DEVELOPMENT COMMITTEE MEETING MINUTES
REGULAR MEETING AT 12:00 PM
33568 E COLUMBIA AVE; SCAPPOOSE, OR 97056 & MICROSOFT TEAMS (HYBRID)

Disclaimer: These minutes are intended to summarize the conversations that took place in this meeting rather than provide a full transcript. Anyone wishing to view the full conversation can find a recording of this meeting on YouTube at: <https://youtu.be/jN4GrmU2Mtw>

Attendees: Vice Chair Karl Fenstermaker, Committee Member Brian Rosenthal, Committee Member Paul Fidrych, Committee Member Sean Findon, Committee Member David Sideras, Committee Member Judy Isaman, City Councilor Jeannet Santiago, Columbia Economic Team Executive Director Paul Vogel, Port of Columbia County Commissioner Nancy Ward, Columbia River PUD Administration/Public Relations Manager Heidi Ralls, Associate Planner N.J. Johnson, Community Development Director Laurie Oliver Joseph, City Manager Ben Burgener, Mayor Joe Backus, Ralph Culpepper

Committee Members Absent: Chair Christine Turner, George Hafeman

1. CALL TO ORDER

The meeting was called to order at 12:00 pm by Vice Chair Karl Fenstermaker.

1.1 Meeting Agenda

Brian made a motion to approve the November 14, 2024 agenda with the amendment of removing Item 2.2: **Presentation** Doing Business in Scappoose since the presenter was unable to make the meeting. Sean seconded. The motion passed unanimously.

1.2 Meeting Minutes

Brian made a motion to approve the October 10, 2024 minutes. Sean seconded. The motion passed unanimously.

1.3 Public comment

No public comment.

2. NEW BUSINESS

2.1 Updates

- Columbia Economic Team - Paul V
 - Keep it Local's holiday program is kicking off soon. We have 12 new businesses participating since last year.
 - Keep it Local is hosting a bazaar Saturday, November 30th at the John Gumm Civic Center.
 - Acquired 3 GRO loans for business expansions and 2 technical assistance



- grants.
- Small Business Development Center is hosting an e-commerce webinar series for businesses.
- Small Business Development Center has over 100 new clients in 2024. Our target is 120.
- Hosting News, Beer, and Holiday Cheer on Tuesday, December 10th at Crooked Creek Brewery. This is an opportunity for small businesses to connect and partner.
- TravelOregon is beginning to develop its grant program guidelines, emphases, and rules. Wela Negelspach has been communicating with a few folks from the City so that they are aware.
- The final reports from the Business Retention & Expansion Projects have been completed and distributed. We've held a few workshops around the County where we use that data to inform solutions and projects.
- Completed 21st inquiry response for Project Spice. Scappoose is still one of three finalists.
- Scappoose City Council - Jeannet
 - Discussing City committees lately and how to best organize and utilize them.
 - Getting ready for Council goal setting.
 - With the recent election, we'll have a new City Councilor.
- Columbia County - *No update provided*
- OMIC R&D - *No update provided*
- PCC OMIC - *No update provided*
- Port of Columbia County - Nancy
 - *Nancy discussed the Port's Capital Improvement Plan, which is attached as an appendix.*
 - The new hangar building is still on the market.
- Columbia River PUD - Heidi
 - Addition work around the East Airport loop to help with their generator.
 - Michael Sykes was recently elected to be on the board of the Public Power Council.
 - PUD's 2025 calendars will be available soon; they're being printed now.
 - Community members can donate new or gently used warming clothes to our winter clothing drive before December 16th.
- Scappoose Public Library - *No update provided*
- City of Scappoose - Laurie and Ben
 - Wauna Credit Union is still working through our completeness comments.
 - 50-Year Plan is still being worked on. The Stakeholder Advisory Committee requested additional analysis on our UGB expansion and urban reserve areas, which is taking some time to complete.
 - The Scappoose Drainage Improvement Company has been working for a



few years to recertify the levee. This involves a letter of map revision to establish that the levee is protecting a large portion of the east side of the city from the 100-year floodplain.

- Oregon Main Street Revitalization Grant opens in January.

2.2 Discuss Economic Development Strategic Plan Next Steps

Vice Chair Karl Fenstermaker: Next section to be filled out is identifying the potential levers that can be pulled to accomplish our goals. I need help filling that out in more detail.

Paul F: Laurie, do we have the staff capacity to satisfactorily run a Main Street program?

Laurie: It's typically done by very committed volunteers and/or nonprofits. As you get higher in the tiers of the program, you need full-time or part-time staff dedicated to that work. We also simply don't have the historic buildings in our downtown required to move beyond tier 1.

Ben: EDC is sort of our Main Street group since you all are making the strategic plan. One day, it may break off from the City into its own thing but that day is not today.

3. ANNOUNCEMENTS AND NEXT MEETINGS

- Next meetings
 - December 12, 2024 at 12:00 pm
 - January 16, 2025 at 12:00 pm
 - February 20, 2025 at 12:00 pm

4. Meeting adjourned at 1:30 pm.

Table 2. Capital Improvement Plan

Facility	Project	Description	Cost*	Target Start Year	End Year	Funding Source	Revenue Rating**	Priority	Service Life
Port Westward	Seismic Resiliency	Determine vulnerabilities per Oregon SB 1567.	\$ 50,000	2023	2024	Port	0	1	20
	Beaver Dock Modernization Project – D&E and Permitting	Design, engineering, and permitting to bring dock into full compliance with the seismic resiliency requirements mandated by Oregon SB 1567.	\$ 3,600,000	2024	2027	Port/grant funding	1	1	50
	Beaver Dock Modernization Project - Construction	Construction to bring dock into full compliance with the seismic resiliency requirements mandated by Oregon SB 1567.	\$28,000,000	2027	2032	Port/grant funding	1	1	50
	Improve Fire System on Dock	Connect to port's water system and consider reestablishing looped system.	\$ 750,000	2024	2027	Port/grant funding	0	1	20
	Expand Water Intake System	Redesign water meters to provide accurate metering and expand system to accommodate future new user.	\$ 250,000	2025	2027	Tenant/Port	0	1	30
	Complete Hermo Road Access	Extend from Quincy Mayger Rd. to Port Access Rd.	TBD	2025	2028	Tenant/ Port	0	2	50
	Beaver Dock Expansion Berth 3	Add 3rd berth to accommodate Panamax-class liquid bulk vessels.	TBD	2029	2035	Port/tenants/ grant funding	1	3	50
	Total Cost:		\$ 32,650,00						
Clatskanie Business Center	Sell/Demolition of Building	Preferred option is to sell.	\$ 1,000,000	2025	2030	Port/grant funding	-1	2	NA
	Total Cost		\$ 1,000,000						

Facility	Project	Description	Cost*	Target Start Year	End Year	Funding Source	Revenue Rating**	Priority	Service Life
Columbia City Industrial Park	Port Headquarters Office Expansion	Expand and remodel Port office building.	\$1,000,000	2026	2027	Port	-1	2	30
	Dock Operational Capacity Improvements	Design, engineering, permitting, and construction to add additional capacity.	\$ 2,000,000	TBD	TBD	Port/grant funding	-1	1	30
	Site Development/ Building Demolition	Site improvements including grading, utilities, building pad, and roads. Demo existing building/manufactured home.	\$ TBD	2029	2029	Port	-1	2	NA
	South Rail Spur Track Replacement/ Drainage Improvements	Replace south rail spur. Drainage work split out.	\$ 1,000,000	2026	2026	Port/grant funding	-1	3	100
	Total Cost		\$ 4,000,000						
McNulty Creek Industrial Park	Speculative Industrial Development – Design	82,000 SF speculative building and site improvements.	\$ 500,000	2026	2027	Port	-1	2	50
	Speculative Industrial Development – Construction	82,000 SF speculative building and site improvements.	\$ 8,200,000	2028	2030	Port	-1	2	50
	Total Cost		\$ 8,700,000						
Multnomah Industrial Park	Port Maintenance Shop Const.	New shop building including site improvements and utilities.	TBD	2025	2026	Port	-1	2	50
	DEQ Environmental Remediation	Site environmental remediation.	TBD	2026	2036	Port/grant funding	-1	3	100
	Site Development along Old Portland Rd.	New building and utilities on 2+ acres. Building size TBD.	TBD	2030	2036	Port	0	3	50
	Park Expansion	Expand the existing footprint of Multnomah Industrial Park.	\$ 1,000,000	2028	2030	Port	-1	3	NA
	Total Cost		\$ 1,000,000						

Facility	Project	Description	Cost*	Target Start Year	End Year	Funding Source	Revenue Rating**	Priority	Service Life
Railroad Corridor	DEQ Environmental Remediation	Remediation of creosote in upland and in-water areas.	\$ 23,000,000	2024	2124	Insurance/ Port/ grant funding	-1	1	100
	Site Access	Feasibility Study for northern access road.	\$ 70,000	2028	2030	Port	-1	3	NA
	Total Cost		\$ 23,070,000						
Scappoose Airport	West Side Pavement Maintenance	Deferred pavement maintenance on taxiways, taxi lanes and aprons.	\$ 399,000	2025	2026	FAA/ Port	0	1	10
	Runway Rehabilitation Phase II Design	Design for resurfacing 510,000 SF of runway.	\$ 400,000	2025	2026	FAA/ Port	0	1	10
	Update Airport Master Plan	Update Scappoose Airport Master Plan.	\$ 250,000	2028	2029	FAA/ Port	0	1	10
	Emergency Generator System	Install emergency generator.	\$ 324,000	2024	2025	ODAV/ Port	-1	1	15
	Runway Rehabilitation Phase III Construct	Runway rehabilitation construction.	\$ 4,700,000	2026	2027	FAA/ ODAV/ Port	0	2	10
	East Side Hangar Demolition	Demo east side hangars.	\$ 100,000	2025	2026	Port	-1	2	NA
	East Side Hangar Replacement (E10 & E5) Design and Construction	Replace east side hangars.	\$ 750,000	2026	2027	Port	1	2	50
	East Side Waterline Extension	Extend water service to the east side of the airport.	\$ 450,000	2024	2025	FAA/ Port	-1	2	100
	Total Cost		\$ 7,373,000						

Facility	Project	Description	Cost*	Target Start Year	End Year	Funding Source	Revenue Rating**	Priority	Service Life
Scappoose Bay Marine Park	Maintenance Dredging (every 7-10 years)	Dredging at marina.	\$ 2,500,000	2024	2024	Grant funding/Port	-1	1	6
	Upland Marina Improvements	Parking lot improvements, kayak unloading area, additional ADA parking, get-ready platform with power and air compressor, and install 2nd pay station.	\$ 900,000	2024	2025	Grant funding/Port	-1	2	25
	In-Water Marina Improvements	In-water improvements include replace gangway and dock, add 6 paddle craft docks, replace boat ramp, and install ADA compliant kayak launch.	\$ 5,000,000	TBD	TBD	Grant funding/Port	-1	2	20
	Bayport RV Park Expansion	Expand RV Park to other side of creek.	\$ 1,000,000	TBD	TBD	Grant funding/Port	0	3	30
	Total Cost		\$ 9,400,000						
CIP Total Cost***			\$ 87,193,000						
<p>* All costs are shown in 2023 dollars.</p> <p>** Revenue Rating: (-1) Requires Subsidy (0) Generally Self-Supporting (1) Generates Positive Cash Flow</p> <p>*** CIP Total Cost does not include cost estimates for unpriced projects (marked TBD).</p>									



SCAPPOOSE
Oregon

To: Scappoose Economic Development Committee
From: N.J. Johnson, Associate Planner, City of Scappoose
Date: December 5, 2024
Subject: Goal Setting Outline & Process

General

For many years, the City of Scappoose has used a goal setting process and structure to organize and prioritize the activities of the upcoming years. Goal setting takes place in the late and early portions of the calendar year to officially take effect in the next fiscal year. The goal setting process is a tool for City Council to direct and allocate staff time and other City resources, including budget.

Council Goals

The City Council's goals are the centerpiece of the City's goal setting process. City Council annually adopts what are known as Council Goals to highlight their priorities for the year, which allocates financial and other resources to the accomplish the goals. The six broader Council Goals have multiple, more specific Objectives under each of them. The current 2024-25 Council Goals are included in this packet.

As a standing committee of the City of Scappoose, the Economic Development Committee (EDC) has the ability to make a formal recommendation to the City Council of what goals and objectives should be included in the upcoming Council Goals. If the goal/objective is adopted by Council and has an economic focus, the EDC may be assigned as the work group for the project.

Committee Goals

The EDC can also set its own goals to identify projects they want to work on in the upcoming calendar year. These goals must have an economic development focus, be aligned with Council's Goals and vision for EDC, and be able to be accomplished by the group.

As a partner to the EDC, staff will look for ways to help the Committee accomplish their goals by designating staff time and/or City resources as time and budget allow. The primary distinctions from a Council Goal are 1) Council Goals represent the central adopted goals of the entire City; and 2) Council Goals allocate financial resources in the budget.

Scappoose 2024 Goals + Objectives

Goals	Objectives	Project Status	Timeline
Goal 1: Develop a vibrant and diverse local economy	1.1 Refine scope of work and retain funds for community branding project	On hold	2025+
	1.2 Identify and conduct analysis of potential changes to the Urban Renewal District		2024-25
Goal 2: Enhance community livability	2.1 Complete the 50-Year Plan	In progress	2024-25
	2.2 Continue to promote community events, increase community outreach, and track the outreach impact	Ongoing	Ongoing
	2.3 Foster collaborative partnership with senior center	Ongoing	Ongoing
Goal 3: Create a safe city with a visible public safety presence	3.1 Develop and implement plan to retain Police Department personnel.	In progress	Ongoing
	3.2 Fund increased community engagement and outreach for public safety	In progress	Ongoing
	3.3 Conduct feasibility study with community outreach to increase to 24/7 public safety coverage		2024-25
Goal 4: Develop a diverse and accessible park system for people of all abilities	4.1 Implement the Parks and Recreation Master Plan, prioritize projects, and pursue funding for priority projects	In progress	2024-25
	4.2 Apply for OPRD LGGP grant for Grabhorn Park with focus on development of Grabhorn Property	On hold	2024-25
	4.3 Evaluate and implement funding mechanism for park maintenance and development		
	4.4 Prioritize upgrades for existing parks to current ADA standards and fund improvements		
	4.5 Complete Parks System Development Charges (SDC) update.		
	4.6 Explore feasibility of recreation program and facility		
Goal 5: Plan and invest in responsible and sustainable community infrastructure	5.1 Complete City Facility Master Plan	In progress	2024-25
	5.2 Capacity Upgrade for wastewater treatment facilities	In progress	2021-28
	5.3 Develop and implement plan to address aging water infrastructure		
	5.4 Update Transportation System Plan CIP and Transportation System Development Charges (SDCs)	In progress	2023-25
	5.5 Complete ARPA funded infrastructure projects	In progress	2023-26
	5.6 Update wastewater rates and System Development Charges (SDCs)		
Goal 6: Support good governance and strengthen internal operations for organizational resiliency	6.1 Conduct charter review		
	6.2 Conduct Diversity, Equity, and Inclusion (DEI) assessment of internal City operations		



ECONOMIC DEVELOPMENT STRATEGIC PLAN

A Vision for a Thriving Scappoose

Scappoose is at an inflection point in its growth. Recent trends in the general economic climate of the greater Portland Metro have resulted in an opportunity for Scappoose to intentionally draw residents and businesses to our City. Scappoose City Council is already engaged in key activities to guide this development in the coming years, such as developing a 50-year plan and implementing City Branding. This document is intended to work together with these efforts to give focus and direction to the Economic Development of Scappoose. It is not intended to replace existing city code, nor should it be taken as direction to City Staff to perform any specific actions. Instead, it is intended to provide a vision for a thriving Scappoose, documenting the learnings of the Economic Development Committee in the preparation of this plan and intended to be used as a map for City Council to reference as they guide the City into the next phase of its development.

Prepared by Scappoose Economic Development Committee

12/05/2024, Rev C

Executive Summary

Executive Summary to be written last

The Current State of Economic Development in Scappoose¹

Scappoose's economy today consists of an industry mix of retail trade, government services, accommodation and food services, and manufacturing. Although a good diversity of industries is present, Scappoose today does not have a clear center of economic activity; neither a traditional downtown nor a formal industrial complex exists.

To encourage and guide redevelopment and infill on existing properties, Scappoose currently has an Urban Renewal Plan and a Downtown Overlay as part of the zoning code. The Urban Renewal Plan's goal is to promote the emergence of a town center through redevelopment and infill of key properties and supporting growth and retention of local businesses. Notes about Downtown Overlay code Add appendix of Urban Renewal Zones and Downtown Overlay.

In addition to existing property redevelopment and infill, Scappoose has a fair amount of open land ready for development in the area. Most of the land in commercial or industrial designations is designated for airport employment, however, and projections for 2043 employment in Scappoose forecasts a need for additional available commercial land.

Key Growth Factors

The average business in Scappoose has 9 employees, which is slightly lower than the state average of 11 employees. Approximately 80% of the businesses currently in Scappoose were founded here, signifying that the creation of new local businesses is especially vital to Scappoose's economy.

Scappoose's primary competitive advantages over surrounding areas are the city's proximity to both outdoor recreation and urban amenities in Greater Portland, its infrastructure and industrial land to support employment growth, as well as training and innovation support with the presence of OMIC and PCC.

The types of businesses that have strong potential for growth in Scappoose include (but are not limited to): manufacturers (especially those associated with OMIC or PCC), professional service companies, aviation-related industries, construction and other trade industries, service for residents (such as retail, restaurants, medical services, or childcare services), and services for visitors (such as hotels, restaurants, specialty retail, and experiences).

Key Challenges

The biggest environmental challenges faced by Scappoose are that Highway 30 and the PNWR railroad cut through the center of Scappoose bifurcating the commercial and retail corridor. This leads to high automobile traffic and low pedestrian accessibility. Significant levels of congestion, particularly during peak commuting hours, place residents and employees at a disadvantage with respect to mobility and connectivity.

In a recent county-wide survey our local business say their top three challenges are Finding Employees, Finding available land/buildings, and navigating regulatory obstacles/costs. In addition to addressing the top challenges, our business owners believe that revitalizing a downtown area is the most important thing the city can do to help the local economy.

¹ Information in this section summarized from Scappoose 50-Year Plan information available at <https://www.scappoose.gov/vision>, Columbia County 2024 Business Community Connection Project survey results, and...

Regional Influences

With an early history of commercial fishing, water transportation, marine, agriculture, and timber, the region has industrially diversified while maintaining its roots. While natural resource extraction-based industries remain an important part of the regional economy, opportunities for value-added industry development are increasing.

The Columbia Economic Team is providing leadership for Columbia County's larger economic picture. They have sponsored, and will continue to sponsor programs that raise awareness and drives for success of the entire county. Recent programs such as the Business Connection project, Project Downtown, Keep it Local, County-wide rebranding, and partnership with the Small Business Development Center Network can be leveraged for the benefit of Scappoose.

Many of the region's business opportunities and challenges align with what is seen in Scappoose. One county-wide trend to note is that a large number of people commute out of the county for work. These commuters are 4x those who commute into the county, and 3x those who both live and work in the county.

The Vision for the Economic Climate of Scappoose

The overall vision for the future of Scappoose is laid out in the 50-year plan as follows:

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.

The key part of that vision that is missing in Scappoose today is the presence of a true downtown core. The lack of a downtown is somewhat disorienting because there's no clear area where traditionally downtown-focused initiatives (community events, tax incentives, zoning, code overlays, etc) should be applied. However, this should be seen as a huge opportunity to encourage the development of a downtown in a way that best supports the long-term vision.

Our downtown should serve first and foremost any existing residents of Scappoose. While it's likely that a lively and attractive downtown will attract visitors from other communities, our focus will be on ensuring our residents have a place to gather, stroll, shop, eat, and otherwise interact with each other. With this in mind, our vision for Downtown Scappoose that support the overall 50-year vision for our town consists of the following:

Downtown Scappoose is located at....

At this point the strategy that seems to have the most consensus is split downtown, one "commercial" area with food, retail, and events that is located on the west side of 30 ideally near the movie theater/fred meyer/food pod/nearby empty land and a "services" area near heritage park with government functions, police, library, service businesses, etc. Other discussion ideas/notes". Our downtown nodes will be connected to parks, each other, and CZ through a system of bike trails/pathways.

Where?

- Centered at Columbia and 30, professional services, food, government services

- Moving away from the core of the downtown "diamond" area, apartments and plexes are appropriate to help provide customers and labor for our downtown businesses. This would also provide needed housing for our community.
- East of 30 redeveloping existing residential to higher density mixed/use
- Scappoose Downtown needs to be a place where people want to gather, stroll, and hang out, and that's not feasible along 30.
- Multiple downtown "nodes"
- Large business complex on airport properties
- Empty land/lots near tracks
- Chapman Landing
- Gravel Pits

What?

- Max Commercial along 30
- Use enhanced downtown to draw more large scale development at airport
- Focus on walkability
- Mixed use infill
- Entertainment
- Indirect connection to outdoor activities

Programs, Actions, and Other Levers Available

A list of potential things Scappoose can do to drive to the Vision, along with a discussion of pros/cons.

- High home prices limit redevelopment of properties where there is an established home on a small lot.
- Parking Rules/codes/ordinances
- General rules/codes/ordinances
- Relax zoning to allow organic development
- Bring in new land to be able to add new zoning types
- City-led or PPP developments
- Reducing costs of development to developers (taking on infrastructure upgrade costs)
- Reduce or eliminate SDCs
- Tax abatement programs
- Awareness Campaigns (people don't know what's available)
- Leverage resources available through the CET
- Active/lean into the potential of PCC/OMIC
- Funding/Process Liaison that helps with finding capital and navigating through AHJ processes
- Entrepreneurial elective/club at high school / other local business incubation programs
- Grants
 - o Main Street Oregon Grants
 - o Community Heart and Soul Seed Grant Program
 - o TGM Grants
 - o Other Grants
- Closer coordination/leverage synergy with CET
- External consultants (Communitecture, eg.)

Recommendations

A list of the actions the EDC recommends for Scappoose City Council to implement. Includes plan/ideas for how to implement (including cost projections, potential grants that can cover it, etc.)

Appendices

Reference material to support findings. Examples of other city programs, interviews, etc.

Appendix A: Example Programs for Reference

- City of Tualatin
- Orenco Station
- Community heart + soul
- Just Bikes video series

Appendix B: Verbatim Thoughts from Brian Rosenthal

Downtown Scappoose should geographically be somewhat diamond shaped like a kite, with the center of downtown being the intersection of Columbia Ave and Highway 30. The axis dividing the diamond into east and west sides should be Highway Thirty. The axis dividing the diamond into north and south sides should be Columbia Blvd. More of the diamond area will be East of Highway Thirty.

I believe that the Downtown Overlay is a good starting point for our discussion on downtown. With some changes, it could be used to help with future development. There is no reason to completely reinvent the wheel.

As far as composition of new development, there should be as much commercial along Columbia Ave and Highway Thirty as possible. But, right now, there is very limited need for generic commercial development such as office space. The market is stable, but vacancies are not filling fast. I have a 1,500 square foot commercial space that I have been marketing for four months with limited interest. The last two spaces I have rented were on the market for five and eight months respectively.

Currently, professional services have been and will continue to be the single largest class of businesses in our downtown. Rather than retail space growing, I foresee increased demand for specialized commercial uses such as a brewpub, food carts, or national chains that require a specific design for new commercial development. The anchors of our downtown are food services and government services such as the library, city offices and Heritage park. A large expansion of government services I see as unlikely, but we could see expanded food services which would provide the foot traffic needed to help expand other areas of business.

Our opportunities for small retail business expansion appears to be limited. Every retail business that has rented from me has closed or moved over the last nineteen years, and at this time I have no retail businesses renting any of my twenty-two commercial spaces in Scappoose. The only big hope for new long-term retail businesses are mixed retail and service-based businesses that don't have to directly compete with Amazon, Walmart, or Fred Meyer. A good example of this would be a framing shop that also gets into other areas of business to expand their customer base, such as selling art supplies, offering art classes, or selling local artists' work.

Moving away from the core of the downtown "diamond" area, apartments and plexes are appropriate to help provide customers and labor for our downtown businesses. This would also provide needed housing for our community.

Adequate parking should always be a preeminent concern. Lack of convenient parking is what killed many historic downtowns in the 1970's and 1980's. Let's not repeat past mistakes.

An enhanced Downtown would make Scappoose a better place to live for all, and make our town more desirable for large scale development at the airport, thus making us more competitive for both new businesses and residents with other cities that already have a vibrant downtown.