



# SCAPPOOSE

Oregon

Thursday, January 20, 2022

## ECONOMIC DEVELOPMENT COMMITTEE MEETING AGENDA

Regular meeting at 12:00 pm

*This meeting will be held in a virtual format. Please submit public comment to Susan Reeves, City Recorder, [sreeves@cityofscappoose.org](mailto:sreeves@cityofscappoose.org) in writing or via email by January 19, 2022. Public comment can also be made in-person during meetings.*

### Topic

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|--|-----------------|
| <b>1. Call to order</b>                              | <b>12:00 pm</b> |
| 1.1. Approval of Agenda, January 20, 2022            |                 |
| 1.2. Approval of Meetings Minutes, December 16, 2021 |                 |
| 1.3. Citizen Communication                           |                 |
|  |                 |
| <b>2. Old Business</b>                               | <b>12:05 pm</b> |
| 2.1. Team Agreement Adoption                         |                 |
| 2.2. Goal Setting                                    |                 |
|  |                 |
| <b>3. Announcements and Next Meetings</b>            |                 |
| • February 24, 2022                                  |                 |
| • March 17, 2022                                     |                 |
| • April 21, 2022                                     |                 |

**Adjourn 1:30 pm**

This meeting will be conducted in a handicap accessible room. If special accommodations are needed, please contact City Recorder, Susan Reeves at 503-543-7146, ext. 224 in advance. TTY 1-503-378-5938

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## **Economic Development Committee Meeting Minutes**

**Scappoose City Hall, 33568 E Columbia Ave., Scappoose, OR 97056**

**December 16, 2021 12:00 Noon – 1:30 pm**

**Attendees:** Wela Negelspach, CET; Alexandra Rains, City Manager; Robby Backus, EDC Member; Jeannet Santiago, EDC Vice Chair; Nancy Ward, Port of Columbia County Liaison; Josh Koch, OMIC R&D Liaison; Heidi Ralls, CRPUD Liaison; Paul Vogel, CET Liaison; Michael Leipzig, EDC Member; Brian Rosenthal, EDC Member; Len Waggoner, EDC Member; Christine Turner, EDC Chair; George Hafeman, EDC Member; Mike Sykes, CRPUD Liaison; Jeff Weiss, Library Liaison; Laurie Oliver Joseph, City Planner; Isaac Butman, Assistant to the City Manager; Gina Cisco, Port of Columbia County; Amy Bynum, Port of Columbia County; Amanda Haner, PCC Liaison

**Absent:** Brenda Michael, EDC Member; Tina Amela, EDC Member; Casey Garrett, Columbia County Liaison

**Video Link:** <https://youtu.be/MZUhIP8uJrs>

### **1. CALL TO ORDER**

The meeting was called to order at 12:09 PM by Chair Christine Turner.

#### **1.1 Meeting Agenda**

Brian made a motion to approve the December 16, 2021 meeting Agenda. Len seconded. The motion passed unanimously.

#### **1.2 Meeting Minutes**

George made a motion to approve the November 18, 2021 meeting Minutes. Brian seconded. The motion passed unanimously.

### **2. Old Business**

#### **2.1 Goal Setting Process**

Isaac reviewed the goal setting process. Each Fiscal Year, in preparation for creating the Budget, and to track progress towards completion of Council Goals, Council, Staff, and Committees review the last Fiscal Years Council Goals. Staff gives updates on progress towards meeting Council Goals, and Committees send a set of recommendations for future goals to Council. During their retreat Council uses these recommendations and Staff reports to create a new set of goals for the next fiscal year. Typically, Committees look at the last set of goals, progress towards those goals, and uses this information along with their specific knowledge of the topic area to craft a set of goal recommendations to be transmitted to City Council.

#### **2.2 Updates**

- 2.2.1** Jeff gave an update on the Library. The Library is going to be doing kids culture kits, and has a grant from the cultural coalition for this. Mike stated that the goal is to get the charging stations installed by Memorial Day, and the CRPUD is going to be putting some in St. Helens as well.



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- 2.2.2** Heide gave an update on the CRPUD. The PUD is working to change the economic development program to include enhancement of the community and reducing the grant amount from \$7,500 to \$5,000 among other changes.
- 2.2.3** Laurie gave an update on the City. There have been interesting developments, the largest of which is the first application for a food cart pod in the city by the totem pole for 12-13 food cart hookups and a taproom, along with an 8-lot subdivision which is going to Planning Commission. Work on the airpark is ongoing, and the City is beginning work on upgrading the Peace Candle. Dealers Market has applied for permits to upgrade and build new buildings on the lot. The City received a DLCD grant for an HNA/BLI, and the process to determine the 50-Year Plan consultant continues to move forward.
- 2.2.4** Paul Vogel gave an update on CET. CET is partnering with Columbia Pacific Development to do a HNA for the County since most of the communities are not large enough to be required to complete this kind of work for those communities and unincorporated lands as well. CET is working to review grant applications for small businesses and nonprofits. The CET Board of Directors approved CET to move forward with the small business development center and has hit the target startup budget.
- 2.2.5** Amanda Haner gave an update on PCC. Currently they are working on brining classes online and are prepared to start a pre-trade advanced manufacturing program. Amanda mentioned that PCC OMIC has a strong focus on helping students fit local career paths and making sure their programming fits the needs of local employers.
- 2.2.6** Josh gave an update on OMIC. OMIC R&D has been growing steadily and there is much ongoing construction. The facility is seeing a \$4 Million renovation, and things are about 3-months ahead of schedule. Work has begun on the new additive manufacturing center. The impact of COIVD saw OMIC changing its contracting protocols to be responsive to new and changing needs, and as a result, OMIC has seen growth in both contracts received and partner companies from all over, including 8-9 from Oregon.
- 2.2.7** Gina gave an update from the Port. The industrial lands inventory is moving along well. Local jurisdictions have responded to requests for data, which is now being sorted through to determine the most appropriate sites to include in the report. There are 32 sites in the County, 13 in Scappoose, and are working on a website where prospective tenants can see what is available for industrial development in Columbia County.

## **2.3 Goal Setting and Recommendations**

Christine opened a discussion on goal setting. Christine mentioned that there were two written comments from Committee Members that couldn't be at the meeting today. The Committee reviewed the Committee recommendation from last year, Council goals from last year, and talked about what happened in the last year to make progress on the goals.

Christine mentioned that she had spoken with the Mayor and there was talk about a storefront improvement program, Mike responded that this is in the Urban Renewal Districts plans, and part of the question is about when the appropriate time for that program is. Laurie stated that there were two different grants, one is relating to new



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development that needs help with infrastructure costs, and one relates to existing businesses that could use to do storefront improvements.

Other items for considerations include the committee's involvement with the 50-Year Plan Technical Advisory Committee, Council had asked the Committee to help with city promotional videos. Additional suggestions include the committee acting more like a Chamber of Commerce for Scappoose, helping to recruit businesses to Scappoose. Another suggestion was that the Committee could act as a marketing organization for the brand of Scappoose.

Jeff stated that a common theme he saw from members was intelligent growth; in terms of population, jobs and businesses they'd like to attract, and amenities they'd like to see, and could be a good theme to take up going forward. Mike stated that Scappoose developed a vision statement that could help with this conversation and talked about the committee acting as a collective voice.

Christine offered to write on the white board. Brian stated that visa-vis the storefront program, he wants to be careful about how the City gets involved with storefront improvements, and stated that simple things like getting power outlets on power poles could be a simple way to help business owners, without creating dependence. Alex stated that the grants being contemplated are pretty minor, and small, so not near enough to create dependence. Another mechanism to prevent this would be matching requirements. Christine stated that as a recruitment tool these kinds of grants can be helpful to recruiting new businesses to the Community as it helps the perception of the community as a whole. Len stated that there are a variety of negative perceptions that come from the downtown buildings, including a lack of parking among other things. Brian stated that size and scope of the program could have an impact on how the grant program is used and if dependence is created.

Isaac stated that if these kinds of discussions are the types of discussions that the committee wants to be having, then that is something that the Committee could build a goal around, so that throughout the year, that discussion could be had and suggestions developed for how the City and Council could approach these topics. Alex stated that one of the goals could be to support and advise Council on Urban Renewal or serve on the TAC for the 50-Year Plan or explore what acting like a Chamber of Commerce would look like. These things would take some time and work, but all create an opportunity for progress by the Committee. Based on what the discussion is today, there are a number of overarching themes that the Committee could be involved with, that don't need the details hammered out yet, but that could be presented as Goals to the Council. The details would be able to be developed later, but the expertise of the Committee could be applied in a variety of ways in the next year.

Isaac displayed a list of potential goals on the projector screen:

- 50-Year TAC, including the EOA
- Main Street Program
- Urban Renewal
- Chamber of Commerce



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- Marketing organization
  - City Promotional Videos
- Leveraging outdoor recreation into economic development opportunities
- Business Attractor
- OMIC/PCC/OMIC R&D as economic development engines
  - Continue to support these, and other industrial properties
- Economic Accelerator Program

Len stated that he would like to find a way to capture the folks who are leaving the community for work, to give them the types of jobs they want in this community. Jeannet stated like an accelerator program, something that OMIC and PCC could be leveraged into.

Brian stated that perhaps instead of many goals that state “support ...” the Committee recommend one goal of “Support” followed by a bulleted list. Isaac stated that one of the reasons to have multiple goals and goals that are aspirational is that without specifics and lofty goals, direction can be hard to come by, for example, the 50-Year Plan was a lofty goal for many years, and now its becoming reality. Through the goal recommendations, the Committee helps advise and guide Council, who in turn directs staff to work towards those goals, making real changes.

Brian mentioned that he would like to talk about how to promote a hotel or motel in the community, perhaps through SDC reduction advised by EDC.

It was decided to continue talking about Goals at the next meeting.

### **3. New Business**

#### **3.1 February Meeting**

The February meeting time conflicts with another meeting in Council Chambers and needed to be moved. The Committee agreed to move the February meeting to February 24, 2022.

#### **3.2 Team Agreement**

Christine stated that the Committee needs to readopt the Team Agreement. Christine read the agreement for the Committee. No comments were made to adjust the agreement.

### **4. Announcements and Next Meetings**

- January 20, 2022
- February 24, 2022
- March 17, 2022

### **5. Meeting Adjourned at 1:45 pm.**

For questions about these minutes, contact Isaac Butman, 503.543.7184, [ibutman@cityofscappoose.org](mailto:ibutman@cityofscappoose.org)  
The EDC conducts its meetings in an ADA accessible room. If special accommodations are needed, please contact City Recorder Susan Reeves at 503.543.7146, ext. 224 TTY 503.378.5938



**ECONOMIC DEVELOPMENT COMMITTEE  
TEAM AGREEMENT  
2022-2023**

**Committee Mission Statement:**

The Scappoose Economic Development Committee promotes economic vitality and a high quality of life for the City of Scappoose by developing an economic strategic plan, providing oversight and review of economic development opportunities and building relationships between the Scappoose public sector, its citizens and business community. In doing so, the Committee demonstrates its commitment and dedication to making Scappoose a better place to live, work and thrive, both socially and economically.

**Agreements for Conducting Committee Meetings and Business:**

1. Attendance at Committee meetings in a priority, if unable to attend, please contact City Staff.
2. Every effort will be made to begin meetings at 12:00 pm and end at 1:30 pm.
3. Be on time to meetings and read any materials sent out prior to the meeting.
4. Chair will take the lead in keeping the meeting and discussion focused.
5. Call City Staff with questions and requests prior to the meeting.
6. Agree to be diplomatic about disagreement.

**Individual Committee Member Conduct Agreement:**

1. Be straightforward about goals and issues.
2. Cultivate exchange of views with other Committee members.
3. Avoid saying or doing anything that would discredit or harm the City.

**Commitments as a Committee:**

1. Support the Committee's Mission Statement.
2. Recommendations by the Committee to City Council must be discussed and voted upon by a quorum.
3. Act as an advisory body to City Council.
4. Support City Council's Annual Economic Development Goals.

Adopted by the Economic Development Committee on January 20, 2022.

## EDC Goal Recommendations for FY 2022-2023

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- 1) 50-Year TAC (EOA and other)
- 2) Main Street?
- 3) Urban Renewal
- 4) Chamber of Commerce
- 5) Marketing
  - a. City Promo Videos?
- 6) Business attractor
  - a. Explore supporting a hotel/motel in scappoose
- 7) South Scappoose Creek Trail/Outdoor Rec?
- 8) Work with CET/Columbia County to help promote and support OMIC, PCC, and OMIC R&D.
  - a. Continue to support these, and other industrial properties in Scappoose.

## **CITY OF SCAPPOOSE 2021-2022 COUNCIL GOALS**

Highlights are the goals most related to Economic Development or included in EDC goal recommendations.

### **GOAL 1: Develop a Vibrant and Diverse Local Economy**

Objectives:

- 1A. Continue to support OMIC's expansion (2017/18)
- 1B. Design Downtown Revitalization Program (2021/22)
- 1D. Support and monitor development of the Columbia Commerce Center (2019/20)
- 1E. Revise Resolution 16-19 (Betterment Fund) (2020/21)
- 1F. Update City's Land Use code for EC and C zones to allow brewpubs, microbreweries, micro distilleries, and micro-wineries outright (2019/20)
- 1G. Work with partners to develop a robust economic development marketing (2019/20)
- 1H. Rename OMID – Scappoose Innovation District/Park (2020/21)
- 1I. Implement GAAP basis of accounting (2021/22)

### **GOAL 2: Enhance community livability**

Objectives:

- 2A. Update Public Works Design Standards (2015/16)
- 2B. Update Rail Corridor Study (2018/19)
- 2C. Promote community events – Scappoose 100 Year Celebration & Signature event (2018/19)
- 2D. Develop a Long-Term Comprehensive Community Vision (50-year plan) (2020/21)
- 2F. Sidewalk Plan (2021/22)
- 2G. Annual One-on-One Meetings with Neighboring Local Leaders – School District, County, Fire, Port, OMIC, Senior Center, 911 District (2021/22)

### **GOAL 3: Keep Scappoose one of the safest communities in Oregon**

Objective:

- 3A. Complete Operational Needs Analysis (2021/22)

### **GOAL 4: Develop a Park/Rec System within a 10-minute walk from all neighborhoods**

Objectives:

- 4C. Peace Candle – protect and restore, update Welcome to Scappoose sign (2015/16)
- 4D. Develop the Grabhorn property Conceptual Plan (2021/22)
- 4E. Support Trail to Tillamook Project (2021/22)
- 4F. Community Pool – determine construction and operation and maintenance costs (2021/22)
- 4G. Identify Park Property on the East/South Side of the City (2021/22)

### **GOAL 5: Address Aging Infrastructure**

Objectives:

- 5A. Capacity upgrade – Wastewater treatment and collections, Phase 1 (DEQ Loan) (2019/20)
- 5B. Update Stormwater Master Plan (2019/20)
- 5C. Update Water, Wastewater, and Transportation SDCs/Fees (2015/16)
- 5D. IT upgrades (2021/22)



**GOAL 6: Ongoing (programs intended to continue indefinitely)**

**Develop a Vibrant and Diverse Local Economy:**

6A. Coordination/One Stop Meetings (2017/18)

6B. Promote and support small local businesses (2018/19)

6C. Promote and support county-wide and local tourism (2018/19)

**Enhance Community Livability:**

6D. Continue communication outreach – focus on additional transparency and use of social media (2021/22)

6E. Support Senior Center (2018/19)

**Keep Scappoose one of the safest communities in Oregon:**

6F. Continue community outreach by Police Department (2017/18)

6G. Maintain emergency response preparedness and update Emergency Operation Plan (2017/18)

6H. Provide School Resource Officer (dependent on Scappoose School District funding) (2017/18)

6I. Traffic enforcement plan (2017/18)

6J. Maintain sufficient staffing levels (2017/18)

6K. Continue Citizens Academy (2017/18)

**Develop a Park/Rec System within a 10-minute walk from all neighborhoods:**

6L. Continue Friends of Scappoose Parks (2018/19)

6M. Support public art (2015/16)

**GOAL 7: Long Term (projects identified for future years)**

**Develop a Vibrant and Diverse Local Economy:**

7A. Create a marketing/branding program (2018/19)

7B. Coordinate with County to explore alternate route to east side of airport (2017/18)

**Enhance Community Livability:**

7C. Explore possibility of community center (2017/18)

**Develop a Park/Rec System within a 10-minute walk from all neighborhoods:**

7D. Develop funding strategy for Parks (2018/19)

7E. Explore possibility of community center (2017/18)

7F. Explore development of 14-acre park east of airport (2018/19)

7G. Veterans Park/Chief Concomly Park Bridge Feasibility Study (2019/20)

7H. Develop Vista Property (2017/18)

7I. Begin development of Chapman Landing (2015/16)

**Address Aging Infrastructure:**

7J. Develop City Facility Master Plan (2017/18)



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#### **EDC Goal Recommendations for 2021-2022**

1. Support the outreach, engagement, and development initiatives of OMIC and PCC.
2. Focus on increasing Scappoose's water supply to accommodate new industrial development.
3. Support the Scappoose 100 Year Celebration and other community events in 2021-2022.
4. Update Scappoose Land Use Development Code to allow brewpubs, microbreweries, micro-distilleries, and micro-wineries outright.
5. Pursue grant funding for a transportation corridor study for West 1<sup>st</sup> Street including connectivity to Highway 30 via West Columbia Avenue.
6. Support signal and intersection improvements at the Wikstrom Road and Highway 30 intersection, and coordinate with South County stakeholders to include this project on ODOT's STIP.
7. Support the development of Chapman Landing.
8. Coordinate with CCET and Port to develop marketing materials for industrial and commercial properties available in Scappoose.

**Brenda Michael – Goal Setting Comment December 16, 2021**

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Hi team,

I have a work meeting at the same time today so I won't be able to attend, but I have been thinking about goals for the EDC and I would like to see us act as advisors to the city council. When the council has agenda items that could impact economic factors in Scappoose, our team should have a chance to do some research, come to a consensus and then advise back to the council so it proves that the city is doing their due diligence on important issues. Our committee will have more of an impact if we can proactively address economic impacts of city projects rather than be updated after the fact.

Obviously, another goal should be to encourage economic growth. Someone mentioned in the last meeting that Scappoose is at an important moment where it's time to decide if we want that growth to be quantitative or qualitative - do we want to just bring in any business we can or do we want to find a niche that will let us keep the small town feel but still attract visitors. I'm positive that the majority of Scappoose residents want to keep that small town feel, so I think our committee could work on finding a solution to encourage growth without losing the soul of Scappoose. One option might be to bring some more art to Scappoose. I've actually been meeting with the Crown Z Trail committee and have been playing with some ideas on ways to get some art on the trail which could attract visitors and help our local businesses.

I haven't been able to attend in person and was really hoping I would be able to today. I'm looking forward to hearing what other ideas the team has and will do my best to be there next month.

Thanks!

Brenda

## Isaac Butman

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**From:** Paul Vogel <paulvogel@columbiacountyoregon.com>  
**Sent:** Monday, November 15, 2021 8:06 AM  
**To:** Christine Turner; Isaac Butman  
**Cc:** wnegelspace; Alexandra Rains  
**Subject:** [External] Upcoming Economic Development Committee Meeting

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Christine,

I'm writing you as Chair of the Scappoose Economic Development Committee, and including Isaac as the staff gear-puller for the Committee. Unfortunately, I'll be away when the Economic Development Committee meets to revisit and refresh its goals on the 18th, a disappointment because this is a really good time for the committee to step forward proactively and take on more of a leadership role, one which Columbia Economic Team (CET) would welcome, and welcome being a part of.

Although I can't attend, I want to offer some input for your consideration and potentially, the discussion and some suggestions regarding achievable goals.

- What does the EDC want its role to be? A catalyst, an initiator, or a supporter. And if a supporter, what does that mean?
- Determining the Committee's desired role is at the core of what its goals are and how they're stated. Generally, goals should be action-oriented, achievable, task or objective driven and measurable. For example, the first recommended goal for 2021-2022 "Support the outreach, engagement, and development initiatives of OMIC and PCC" might become

Goal: "Development and growth of OMIC and the PCC Training Center in alignment with their respective initiatives to increase localized investment, workforce development, and employment in advanced and additive manufacturing." Under that goal, objectives relating to support (and by that we mean...), partnering, marketing, potentially recommend city actions re: planning & permitting, etc.; then tasks the EDC could take on that contribute to accomplishing the objectives and the goal overall.

Applying that proactive and measurable frame to each goal would seem to be a beneficial step.

- Other issues or topics for goal consideration --- all of which, in our view, directly relate to economic development:

Goal: Successful establishment of the Business Resource & Small Business Center (which is now funded and was approved for launch by the CET Board on 11/9) Objectives or actions could be: promote SBDC services in the Scappoose business community, establish a city start-up benefit incentive or program for new and/or expanding businesses working with the SBDC, etc.

Goal: Endorse use of the South Columbia County Enterprise Zone as a competitive business expansion, start-up and recruitment tool in the City of Scappoose.

Goal: Achieve dike/levee accreditation that benefits the properties in the Scappoose Drainage Improvement District and does not negatively impact or reduce the currently available developable industrial lands or city infrastructure and planning.

Goal: Utilize countywide industrial lands inventory (currently underway managed by Port, with participation by city and others; will be complete by Jan/Feb 2022) to develop city/EDC strategy for small (5 acres and less) parcels.

Goal: Create a Scappoose available commercial property and building inventory. Collaborate with property owners to develop a cooperative strategic plan based upon available assets, encumbrances (access, transp., permitting, zoning, etc.), ownership interests and market interest/demand.

Goal: Integrate long term asset development plan for Chapman landing into countywide tourism destination development plans and initiatives.

- If “support” or “focus upon” remain in goals, strongly recommend defining what that means for the EDC in terms of how it demonstrates or activates that support or focus. For example: a committee vote that is conveyed to the city council to influence decision making? Letters or statements of support for OMIC, PCC and/or other initiatives or applications? Support the strategic marketing plan ...(which has the indirect effect of requiring that there be a strategic plan, always important).....That sort of thing...

Again, I’m regretful I’m unable to participate in the meeting, discussion, and decision-making on the 18<sup>th</sup>. My colleague Wela, who I have cc’d here in case she can be of assistance, will personally attest to the greater societal benefit of me taking a few days of PT. Still, I wanted to contribute some thoughts proactively to the important goal-setting work of the group, and hope this will be viewed in the spirit intended.

There are some good things happening around which the Scappoose Economic Development Committee can rally and even lead. Please consider this our commitment to full participation going forward.

Best regards,

Paul

**Paul Vogel**  
Executive Director



M: 503.805.5139

[paulvogel@columbiacountyoregon.com](mailto:paulvogel@columbiacountyoregon.com)

[columbiaeconomicteam.com](http://columbiaeconomicteam.com)

## **Robby Backus – Goal Setting Comment December 16, 2021**

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I know this is last minute, but I'll be at the meeting today virtually, but only for 20 or 30 minutes.

Anyways, here are some goals and recommendations that I have come up with, mostly from talking with others and personal experiences.

### **1) Support education and child development**

- How: Over the next five years
  - Expand childcare options
  - build a new school
  - expand the PCC/OMIC presence

### **2) Improve health outcomes and increase local medical services**

- How: Increase availability and access
  - Support a mental health clinic
  - Ensure every resident has access to the internet and telehealth services
  - Encourage OHSU to expand their operation
  - Create green spaces and install outdoor exercise equipment in parks

### **3) Improve parks and amenities**

- How: Create a Parks and Rec Department that has a budget and a vision
  - Finish the park on the Grabhorn lot
    - Connect Chief Concomly park to Veterans Park and the future park
  - Develop a park at Chapman landing with beach access
  - Create a community rec center
  - Think about adding artificial turf and lights to existing and future sports fields
  - Improve CZ trail

### **4) Increase population to 10,000 by 2030 (25% increase)**

- How:
  - Increase housing supply (maybe it's best to wait for the housing needs analysis, but it's obvious that we are falling short)
  - Make Scappoose a city where young families can put down their roots and where the elderly can retire while still experiencing community and enjoyment
- Notes: Increasing the population will increase the demand of goods and services and will lead to economic success through free market forces without the need for governmental assistance. Also, the larger the population, the greater chances of finding that one "genius" that can start a successful business that later employs dozens of people and provides consumers what they want.

Lastly, when it comes to the Innovation District and Columbia Commerce Center, here are some notes:

- Create clear, timely, and achievable goals for the land and infrastructure.
- Set a deadline on the goals, and if we fail to meet multiple goals we need to consider moving on.

- Now with the flood zone issue and the water issue, I believe the city needs to set a deadline.
- We can't hope forever that this area will become a gigantic space for manufacturing and commerce.
- If nothing happens over the next few years, we need to eventually start thinking on how we can better use that land. Ways in which the residents will actually see a tangible benefit.

Looking forward to the meeting,  
Robby Backus