

**MINUTES**  
**CITY OF STEVENSON SPECIAL COUNCIL MEETING-RETREAT DAY 1**  
**May 27, 2022**  
**5:00 PM, City Hall and Remote**

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**1. Welcome/Outcomes, Agenda, Roles, Group Participation** - The meeting started at 5pm with Alison Hart providing an introduction on the process and outcomes.

**PRESENT**

Mayor Scott Anderson  
Councilmember Paul Hendricks  
Councilmember Annie McHale  
Councilmember Kristy McCaskell  
Councilmember Michael D. Johnson

**ABSENT**

Councilmember Dave Cox

**STAFF**

Community Development Director Ben Shumaker  
Public Works Director Carolyn Sourek  
City Administrator Leana Kinley

**2. Top Priorities** - Council and staff listed top priorities which are included in the attached recap.

**3. Strengths, Weaknesses, Opportunities and Threats (SWOTs)** - The group identified internal strengths and weaknesses and external opportunities and threats to the city.

**4. Wrap-Up** - The group wrapped up for the evening and discussed what was going to take place the next day.

**5. Adjourn** - The meeting was adjourned for the night at 8pm.

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**MINUTES**  
**CITY OF STEVENSON SPECIAL COUNCIL MEETING-RETREAT DAY 2**  
**May 28, 2022**  
**9:00 AM, City Hall and Remote**

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**1. Welcome/Outcomes, Agenda, Roles, Group Participation** - Alison started the second day at 9am.

PRESENT

Mayor Scott Anderson  
Councilmember Paul Hendricks  
Councilmember Annie McHale  
Councilmember Dave Cox  
Councilmember Kristy McCaskell  
Councilmember Michael D. Johnson

STAFF

City Administrator Leana Kinley  
Community Development Director Ben Shumaker  
Public Works Director Carolyn Sourek

**2. Recap of 5/27** - The group picked up by consolidating and reviewing the SWOT topics identified previously. The jamboard with all items identified, as well as a prioritized list are included in the attached recap.

**3. Develop Focus Areas** - The group reviewed the priorities from the previous day and ranked them creating three focus areas. They are Organizational Health and Sustainability, Infrastructure, and Intentional Development (through the lens of livability).

**4. Develop Strategies** - The group identified strategies under each Focus Area. The detailed and summarized list is in the attached session recap.

**5. Develop Work Plan** - The group did not get to this stage. It was decided to hold another meeting to finalize the work plan due to the number of items identified and the remaining energy of the group.

**6. Develop Goals** - The group did not get to this stage. It was decided to hold another meeting to finalize the work plan due to the number of items identified and the remaining energy of the group.

**7. Adjourn** The meeting was adjourned at 1:44pm.

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Scott Anderson, Mayor

Date



**City of Stevenson**

**Strategic Planning Session Recap: May 27 & 28, 2022**

*Note: The information below will be refined by a smaller group.*

<b>Overall Ethos: Intentional and planned - Focused on clarity and attainability - Community Feel</b>
<b>Focus Area I: Organizational Health and Sustainability</b>
<p><b>Strategy I:</b> Governance</p> <p><b>Strategy II:</b> Revenue</p> <p><b>Strategy III:</b> Internal Processes</p>
<b>Focus Area II: Infrastructure</b>
<p><b>Strategy I:</b> Equipment and Assets</p> <p><b>Strategy II:</b> Multimodal transportation</p> <p><b>Strategy III:</b> Utilities (Maintenance of Current &amp; New Growth)</p> <p><b>Strategy IV:</b> Parks and Outdoor Space</p> <p><b>Strategy V:</b> Developments with Utilities Partners (gas, electric, broadband, phone)</p>
<b>Focus Area III: Intentional Development</b> <b>(Through the lens of livability)</b>
<p><b>Strategy I:</b> Partnerships</p> <p><b>Strategy II:</b> Housing</p> <p><b>Strategy III:</b> Planning and Zoning</p> <p><b>Strategy IV:</b> Strategic Land Use Planning and Development</p>

<b>Work Plan</b>
<b>Focus Area I: Organizational Health and Sustainability</b>
<p><b>Strategy I:</b> Governance</p> <p><b>Strategy II:</b> Revenue</p> <ul style="list-style-type: none"> <li>● Consider sources             <ul style="list-style-type: none"> <li>○ System Development Charges</li> <li>○ Utility rates</li> <li>○ Infrastructure revenue</li> </ul> </li> </ul>



- Development
- Improvement
- Maintenance
- Increase sources / funding streams for expansion

**Strategy III: Internal Processes**

- Emergency planning
- Developer support / training and workshops
- Improve permitting process
- Electronic documentation
- Data management / mapping
- Improve technology
- Staff training and development
- Office equipment
- Resources and Tools for staff
- Policy guidelines
- Streamline operations
- Increase fire volunteers
- Increase staff to support growth

**Focus Area II: Infrastructure**

**(Through the lens of future growth)**

**Strategy I: Equipment and Assets**

- Rolling stock
- In-office
- Public works relocation
- Fire hall

**Strategy II: Multimodal transportation**

- Parking
- Downtown Traffic Plan
  - Traffic Flow
  - Street Diet through downtown
  - Traffic circles
  - Circulation
- Increase bike paths
- Walkability
- Lighting

**Strategy III: Utilities**

Maintenance of Current

- Identity, plan and prioritize aging



- Deferred maintenance / Upgrade aging for safety and usability
- Water, sewer, storm

**New Growth (business and residential)**

- Plan for same level of services as current when considering growth
- Extend services to new development
- Septic usage / sanitary services
- Expand water / sewer north

**Strategy IV: Parks and Outdoor Space**

- Increase green space / Parks
- Dog parks
- Trails
- Waterfront
- Pool

**Strategy V: Developments with Utilities Partners (gas, electric, broadband, phone)**

- Develop all ground utilities
- Broadband / comms
- Underground

**Focus Area III: Intentional Development**

*(Through the lens of livability)*

**Strategy I: Partnerships**

- Agencies (identify, learn priorities, collaborate where possible) - RR, Port, SCSD, EDC, Library etc...
- Law enforcement expansion
- EMS
  - Cascadia earthquake
  - Wildfire
- Parks and Rec
- Skamania Lodge
- Data sharing / sharing of strategic direction
- County and state for developing Carson Ridge Road
- City County Joint plan
- County services
  - Plowing
  - Road maintenance
- Forest Service
- Community (for community engagement and participation)
- School support
- City / Port Joint plan
- EDC



- Business diversity
- Increase small business
- Attract younger residents / families
- Public / Private entities to understand priorities, align where possible to facilitate development

**Strategy II: Housing**

- Identify locations for more multi-family housing (apartments)
- Coordinate with County on annexation access

**Tools**

- Land grants for affordability
- Income tax write offs
- Interest rates
- Homes for specific income brackets
- Fees built into seed housing programs
- Reduce SDCs for small homes / SDC discounts
- Community land trust

**Concepts**

- Purchase property to facilitate housing development
- Workforce housing
- Multi-family affordable
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**Strategy III: Planning and Zoning**

- Development standards
- Urban reserve
- Land use plan
- Zoning map
- Overly flexible development standards
- Circulation planning (access to land)
- Aesthetic preservation (trees, buildings etc...)
- Plan for commercial / business location
- Consider business friendly regulations to stimulate growth
- Annexations (what to require)
- Consider unsustainable density / density
- Max square footage regs for single family homes
- Policies that support intentional growth
- Development minimum density
- Zoning for vacation rentals



- On-street / off-street parking requirements
- Housing types
- Consider in-fill rather than new development
- Lot sizes
- Housing development plan

**Strategy IV: Strategic Land Use Planning and Development**

- Waterfront reimagining (for tourism)
- Seek out developers
- Downtown expansion
- Engineering standards
- Determine best areas to invest in building out services (water, sewer, road)
- City led / Developer driven focus
- Planning layout of new expansion
- Environmental constraints
- Commercial / Business space

**Other:**

**Consider for additional partners**

- Child Care
- Increase health resources
- Drug and alcohol prevention (youth focused)
- Health and wellness services
- Education (what and how)
- Homelessness

**Top Priorities**

**Top Priorities Ranked**

1. Governance -8
2. Planning for expansion, Infrastructure, Growth management, development (staff etc...), Traffic, Extending services - 8
3. Housing needs (vacation rentals, livability) - 7

**Top priorities**

- Governance -8



# A.HART ASSOCIATES

- Planning for expansion, Infrastructure, Growth management, development (staff etc...), Traffic, Extending services - 8
- Housing needs (vacation rentals, livability) - 7
- Revenue generation (grants, taxes) - 3
- Serving constituents
- Emergency management plan
- Be nimble, agile as a part of governance
- Gentrification - (more diversity: population: age, socioeconomic, ethnic., services)
- Modernization of operations / addressing office inefficiencies
- Staff retention

## SWOT Outcome

### SWOTs PRIORITIZED

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>● Commitment to excellence / Quality environment / Caring leadership (seeking what's best, truth, transparency, ethical) - 6</li> <li>● Staff / diversity - 6</li> <li>● Vibrant downtown - 3</li> <li>● Visionary – 3</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>● Growth / development (waterfront, business expansion, etc...) – 7</li> <li>● Tourism / recreation – 6</li> <li>● Redistricting – 3</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>● Staff retention - 5</li> <li>● Public opposition / critical interface / NIMBY – 4</li> <li>● Limited revenue generation diversity / lack of economic diversity – 4</li> <li>● Lack of modernization of operations / out of date – 3</li> <li>● Aging infrastructure – 3</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>● Housing (affordable) – 7</li> <li>● Workforce issues – 5</li> <li>● Natural disaster / fire / pandemic – 3</li> <li>● Economic issues (fuel, inflation) – 3</li> </ul>





**SWOT Jamboard**

<b>Strengths</b>
<ul style="list-style-type: none"><li>● Commitment to excellence / Quality environment / Caring leadership (seeking what's best, truth, transparency, ethical) - 6</li><li>● Staff / diversity - 6</li><li>● Vibrant downtown - 3</li><li>● Visionary – 3</li><li>● New council / fresh perspective without agenda – 2</li><li>● Completion / transition with projects – 2</li><li>● Location – 1</li><li>● Planning commission / skill</li><li>● Fiscal Responsibility</li><li>● Agency connections / partnerships</li></ul>
<b>Weaknesses</b>
<ul style="list-style-type: none"><li>● Succession plan / loss of historical knowledge</li><li>● Capacity / staff – 5</li><li>● Managing change / transition – 1</li><li>● Staff retention - 5</li><li>● Public opposition / critical interface / NIMBY – 4</li><li>● Limited revenue generation diversity / lack of economic diversity – 4</li><li>● Lack of modernization of operations / out of date – 3</li><li>● Aging infrastructure – 3</li><li>● Scarcity mentality</li><li>● Train</li><li>● Governance process (council &amp; committee onboarding, lack of clarity of role and responsibility)</li><li>● Partnerships</li></ul>
<b>Opportunities</b>
<ul style="list-style-type: none"><li>● Growth / development (waterfront, business expansion, etc..) – 7</li><li>● Tourism / recreation – 6</li><li>● Redistricting – 3</li><li>● Location – 2</li></ul>



# A.HART ASSOCIATES

- Societal culture shift (virtual workplace) – 1
- Strong downtown association – 1
- Emergency services consolidation – 1
- Public transit – 1
- Facilities
- Bridge of the Gods development

## Threats

- Housing (affordable) – 7
- Workforce issues – 5
- Natural disaster / fire / pandemic – 3
- Economic issues (fuel, inflation) – 3
- Local governing bodies (outside of council) lack of vision for long-term growth – 2
- Urban flight (permanent) – 1
- Malaise (doing it like it's always been done) – 1
- Lack of location for businesses (building space) – 1
- Tolling without polling – 1
- Climate
- Business relocation (business sustainability / health)
- Agency capacity (other entities)
- Government regulation (governance without representation)
- Being Portland's playground

## Work Plan

Development