



SCIO CITY COUNCIL MEETING MINUTES
MONDAY August 12, 2019

COUNCIL PRESENT: Councilors Karen Eckhart, Joey Ferguson, Tom Gray, Tom Meyer, Debbie Nuber, and Chadd Weaver.

STAFF PRESENT: City Manager Ginger Allen, City Attorney Tre' Kennedy and Administrative Assistant Cathy Martin.

CALL TO ORDER: Mayor Weaver called the Regular Session of the Scio City Council to order at 6:00 P.M. at Scio City Hall, followed with the flag salute.

ROLL CALL: Roll call was taken with Councilor Dennis Thomas excused.

APPROVAL OF CONSENT AGENDA: Councilor Nuber correct June council minutes to correct call to order by Mayor Weaver.

Councilor Ferguson moved, Councilor Nuber seconded, to approve the Consent Agenda as corrected. Motion passed 5/0.

Mayor Weaver addressed the audience. He asked everyone to keep side conversations to a minimum so that everyone could hear the person speaking and thanked everyone for coming.

CORRESPONDENCE: None

REGULAR SESSION:

- 1. Resolution No. 19-07, Linn County Multi-Jurisdictional Natural Hazard Mitigation Plan – Presented by: Ginger Allen, City Manager –** Ms. Allen reviewed the memo that was presented to the council. The addition of the City of Scio to the Multi-Jurisdictional plan allows citizens to file for claims for losses. Ferguson asked why we were not already a part of it. Allen stated that she was contacted by a Linn County employee during a meeting at the court house, about Scio's lack of approval by resolution. Ms. Allen stated that she brought it forward to the city as soon as she had found out about it. This is for the amended plan that was completed. The city had been a part of the Original Linn Council Multi-Jurisdictional Natural Hazard Mitigation Plan that was approved in 2005.

Councilor Ferguson moved, Councilor Gray seconded, to accepted Resolution No. 19-07. Motion passed 5/0.

- 2. Ordinance No. 613 – Adopting New Code and Repealing Certain Ordinances – Scio Municipal Codification – Presented by: Tre' Kennedy, City Attorney –** Allen stated that this ordinance is to approve the codification of

the city code. Allen then read the Ordinance by title. Ordinance No. 613, An Ordinance Adopting and Enacting a New Code for the City of Scio, Oregon; Providing for the Repeal of Certain Ordinances Not Included Therein; Providing a Penalty for the Violation Thereof; Providing for the Manner of Amending Such Code; and Providing When Such Code and This Ordinance Shall Become Effective.

Mr. Kennedy thanked City Manager Allen for getting this project finished. The code will be available on the web. Ferguson asked if there will be ongoing fees. Allen stated that there will be a minimum fee.

Councilor Ferguson moved, Councilor Meyer seconded, to pass Ordinance No. 613 as presented. Motion passed 5/0

- 3. Covered Bridge City Park – Presented by: Ginger Allen, City Manager – Ms.** Allen stated that the park is located next to the Stop and Save. We had a situation where a limb broke out of the Blue Spruce tree at the park. Katie Lompa, from arborist from the Department of Forestry, assessed the tree, as well as another arborist. It was determined that the tree is dying, it is splitting in three different areas, it is a hazard, and it has outgrown its space. In addition, arbor vitae are dying, and the fence is falling down. Add additional lighting through Pacific Power. Ms. Allen stated that she asking for council consent to remove the tree, arbor vitae and the fence that is falling down. City would replace the fence with a chain link fence, plant grass, wait until spring and then have the new tree and parks committee decide how they would like to develop the park. Ferguson asked how old the tree was. Council gave consent to proceed.

PRESENTATIONS:

Linn County Sheriff's Report – Sgt. Greg Klein reported on the report for July 2019 (see June and July 2019 reports for details). Mayor Weaver asked, if there was anything that the city should be aware of? Klein stated that there has been an increase in traffic through the city during the evening hours as this is summer, especially at night. Getting a lot of car prowlers, keep valuables out of car, doors locked. Allen asked if there is still focused patrol on SW 6th Street. Klein stated that it is off the patrol, but he can be put back on. Allen gave him times when the area is of concern due to complaints. There were no further questions.

- 4. Scio Sewer Master Plan – Presented by Ryan Quigley, City Engineer, The Dyer Partnership – Mr. Quigley and Cody Hueberger presented the Sewer Master Plan.** They thanked staff for assisting with the project. This is an overall look at the Wastewater System, and put together a 25-year plan. The Oregon Department of Environmental Quality requires a certain outline that they had to follow in developing the plan. The Wastewater Facilities Plan Scope was as follows: 1) Collect background and planning information, 2) Basis of planning, 3) Study area characteristics, 4) Future design conditions and considerations, 5) Existing system evaluation, 6) Infiltration and inflow study, 7) Evaluate

improvement alternatives, 8) Recommendations and capital improvement plan, and 9) Funding and Implementation.

Dyer Partnership looked at the current system, and put together an overall analysis. They looked at the regulatory requirements, study area, physical characteristics of the city. From the data they put together improvement alternatives, what can be done better, what can or does the city need to do to keep it operable and improve it, funding sources.

Background data used, population projection was made using PSU population growth rates projections, and projected population of 1046 in Scio by 2044. They then looked at wastewater flows, and projected those flows based on the projected population. The plan was required to be designed to the Peak Instantaneous Flow.

Current plant is a Facultative Lagoon. Discharge to Thomas creek is governed by the city's NPDES permit, which requires compliance with BOD and TSS. The city's system is working great, well below the limits. The lagoons are sized to handle the current and future flows, operating well, getting good results on the effluent.

The collection system is mostly comprised of 8-inch pipe with gravity flow, constructed between 1950 and 1962. The city has two pump stations, one on Beech Street and one in the Thomas Creek Estates Subdivision, these pump to the lagoon system. Base sewerage rate is 38 gallons per capita per day. This was compared to the inflow. As rainfall increases the amount of water in the treatment system increases,

Smoke Testing resulted in locating problem areas where there were leaking service laterals, leaking main lines, unsealed catch basins, open cleanouts, among others. It is recommended city adopt repair program to address these problems.

Flow Poking, by taking measurements at night at the catch basins, they were able to see and influx of rainwater entering system, and calculate amount entering the system. The city's aging collection system has a lot of deficiencies. It is recommended that the city TV the collection system over the next 5 years.

Pump Station performance: Beech Street is currently undersized for Peak Instantaneous Flows. Thomas Creek is running efficiently.

Dyer is recommending several improvements to the Collection System, Beech Street Pump Station, and Wastewater Treatment Plant.

- The Collection System improvements were placed into a recommended priority level – The total cost of improvements is approximately \$3 Million.
- The Beech Street Pump Station – Recommending as a 1st step to seal the wet well and then take another look at the pump station to determine the

steps to renovate including replacing the control system. Estimate a cost of \$475K to renovate and a total \$750-\$1M to completely replace it.

- Wastewater Treatment Plant – suggested improvements to increase longevity are: Lagoon dredging, install an influent fine screen, replace baffles, add aeration technology to help speed up the treatment. – Total \$890K

Total projected cost estimate \$4.5M

Ferguson asked if the current lagoon system has capacity. Quigley stated that it does and as soon as the city can jump on the I&I problems, this will help with capacity.

Quigley noted that a draft copy of the plan has been given to city staff for review and a copy has been sent to DEQ. Once the review has been done and any comments or recommended changes are received, they will be incorporated into the final plan.

Ferguson asked about time requirements by DEQ. Quigley stated that if the city was constantly violating the NPDES permit, then they would place requirements for making the necessary repairs, but the city is not under any time restrictions. Allen stated that the city is required to develop a Master Plan and updated it every 20 years.

Weaver closed the Regular Session at 6:51 and opened the public hearing

PUBLIC HEARING: PL2019-03, Hix Snedecker Development, LLC. – Weaver read announced that the public hearing was for the following: Proposed Comprehensive Plan Amendment and Zone Change Light Industrial (L1) to Commercial (C-1), A 1.34-acre parcel at 38848 Hwy 226, Proposed Site of a Dollar General Retail Store

City Attorney Kennedy read a statement regarding the public hearing process. The public hearing will follow the Quasi-Judicial Hearing Procedures as set forward in Oregon Law ORS 197.763. At the commencement of the hearing each councilor will be asked to announce and declare any ex parte contacts or conflicts of interest. Procedure will be to start with the staff report. Once that has been presented the hearing will be opened up for audience participation, this may be in the form of oral as well as written testimony relevant to the hearing. All testimony must be directed towards a criteria that has been described in the staff report or other criteria described in the Comprehensive Plan or Land Use regulations. It should be noted that failure to raise and issue, including constitutional issues or other issues related to the proposed conditions of approval if any accompanied by statements or evidence sufficient to afford this council or the parties the opportunity to respond to these will preclude an appeal to the Land Use Board of Appeals (LUBA). We will ask all participants to sign in with names and addresses and state your name before you begin your testimony. There is a sign-up sheet and will go in the order as it relates to proponents and opponents. Both proponents and opponents will be given the opportunity to provide testimony. We are putting a limit of 5 minutes on the testimony tonight. And you may not give your time to

another party. We will note that it is likely to leave the record open after tonight's hearing and anyone can submit written testimony as it relates to this hearing. We will start out with the proponent of the application. The applicant has the burden of proof and will be provided at least 15 minutes on the application side to present their evidence. We will then have any other proponents of the application testify. We will then have any opponents provide any relevant testimony that they believe that the applicant has not sustained the burden of proof using the identified criteria. Please note that the testimony must be provided to the relevant criteria that is set forth in the Staff Report. We will then allow and the law requires that the applicant can be provided a rebuttal period to respond to any of the issues raised by the opponents. At that time the public hearing may be closed or may remain open for a certain number of days. We will leave the record open for 7 days for the applicant to put in final closing arguments. If the record is left open for a certain number of days, the applicant will be granted an additional 7 days for rebuttal and we will likely come back at the next council meeting for the council to make a final decision. At that time, they may approve the application, deny the application if they find that the applicant did not support the burden of proof, or they may approve the application with conditions of approval.

Kennedy then asked the council if they had any ex parte contact.

Debbie Nuber stated that she had some people come up to her that they were not happy about having Dollar General coming in. Kennedy asked if she could identify people. Nuber said they were people that lived around her, that she didn't really know which one they were. Kennedy asked, if there was anything that they stated to her that would influence her decision. Nuber stated no.

Tom Gray stated no contact.

Joey Ferguson stated that she had only read social media, that she had not had discussions with anybody. Kennedy asked if she could identify what the social media was. Ferguson stated that there was a lot of variety. A lot against it, some for it, generally most people were not sure of what our jobs here tonight are either. A lot of questions about the process. Kennedy asked if anything she read on Social Media would influence her decision tonight. Ferguson stated no.

Tom Meyer stated that he has seen nothing on Social Media, that several people have come to him saying they don't want Dollar General here as their prices are too high. Kennedy asked, if there were anything in those discussions that would influence the decision tonight. Meyer stated no.

Karen Eckhart stated that she had people approach her on both sides. Kennedy asked if she could be more specific about the contacts. Eckhart – For: Then they wouldn't have to go to other towns to buy certain things that are not available in Scio, the opportunity for jobs, and to help with tax revenue. Against: Some feel that it is taking money away from current stores. Kennedy asked if there was anything based on those conversations that would influence her decision. Eckhart said no.

Chadd Weaver stated that he had a few people approach him and he told them that he would not participate in a conversation until after the city council meeting. Kennedy asked if there was anything stated when they contacted him. Weaver stated no.

Kennedy then asked the council if anyone made any visits to the site, since the application or since the notice of hearing. They all indicated that they have driven by due to location, but no visits to the site were made.

Kennedy stated that a “Conflict of Interest” is when you or a family member profit or stands to lose money as a direct result of the decision. He then asked the council if they had any conflicts of interest with the application. The council members all indicated none.

Weaver stated that this is a subject that can be emotional, be polite, no talking while others are talking, please keep conversations to zero, and speak loudly while addressing the council so everyone can hear.

Dave Kinney, Planning Consultant, presented the Staff Report. Mr. Kinney stated that the application has been filed by Hix Snedecker Development, to develop a 1.34-acre site for a Dollar General retail facility. This portion of the application is just to consider a change in the zoning from Light industrial (L1) to Commercial (C1) on both the Comprehensive Map and Zoning Map on the 1.34-acre portion of the site only. If this application is approved then the city can consider the proposal to develop the retail store, those applications have been received. The focus tonight is the re-zone of the parcel. The property is currently occupied by Oregon State Bridge Construction. The site that proposed is a 1.34-acre site that currently has a manufactured home on the property and a gravel driveway and abuts to the storage yard used by Oregon State Bridge Construction. Ferguson asked about the manufactured home. Kinney stated that the manufactured home was placed there as a caretaker residence for a night watchman. This would be removed as part of the application.

In terms of the process for a comprehensive plan map amendment and a zone change, because it is a legislative amendment to the city’s comprehensive plan map and zoning map, the Planning Commission must hold first hold public hearing, and a recommendation to the city council. City council then receives that recommendation which is part of the written staff report on behalf of the planning commission, and you are holding a de novo hearing, which means that: New testimony can be brought forward by the applicant and members of the audience, as well as receiving the planning commission’s staff report. At the conclusion of the public hearing and receipt of all testimony, the staff will do a summary of proposal, identify if there are new issues that come up that haven’t been considered in a prior meeting and staff will reiterate the planning commission recommendation at the end of the hearing process.

At the planning commission hearing on June 26, 2019 and during the deliberation on July 17, 2019, they received both oral and written testimony from both the applicant as well as citizens. During that public hearing several key issues raised both by the staff as well as members of the audience.

1. Wetland requirements – Would the off-site mitigation be consistent with city policies for wetland protection as well as the goals and requirements in Chapter 4 of the Zoning Code? The Planning Commission concluded that the site has some low quality wetlands and that they would recommend that the city council find that the city’s policies allow for offsite mitigation as long as the applicants

would obtain permits from the Army Corp of Engineers and Division of State Lands (DSL). The applicants indicated that their intent was to develop off-site wetlands in the Marion area. Kennedy asked if this requires a separate permit. Kinney stated that it was subject to a separate permit.

2. Can the proposal comply with the city's Natural Resources Policies, Goals, and the Scio Flood Hazard Ordinance to prevent losses as a direct result of flooding –

The Planning Commission's conclusion on that issue was that they do have concerns about the storm drainage and the fill on the site. The applicant's presentation with their building showed storm drainage plans as part of their submittal, but the planning commission and the city engineer had some technical concerns. Their general conclusion was that the applicant submitted enough information, to demonstrate that the city believes they can comply with the flood hazard rules. There will probably need to be some minor modifications to the plans to address the city engineer's concerns regarding flow around their property and discharge into Peter's Ditch. There was nothing on a technical standpoint that would prohibit them from moving forward with the project. Kennedy asked if this would be a separate permit. Kinney confirmed that the flood development would be a subsequent permit. Kennedy asked there would be additional evidence and plans that the city would review. Kinney stated that the Flood Development Permit is a staff level review by the City Engineer and City Planner with recommendation to the City Manager, there would not be a public hearing on the Flood Development Permit application.

3. Transportation improvements – Last year the city updated its plan policies related to any new street improvement along Highway 226. In that plan update, the city is requiring any new development such as seen in front of the Fire Department it must construct curb, gutter, sidewalk improvements adjacent to that facility. The initial plans submitted by the Dollar General with the initial application did not show curb, gutter, sidewalk improvements along their frontage. At the planning commission public hearing, applicant testified that they would modify their plans and would provide the required improvements subject to ODOT approval their permit from the Oregon Department of Transportation. In the council packet you have a copy of the site plan that has been revised to show those future improvements along Highway 226.

4. Does proposal comply with the City of Scio's Comprehensive Plan in the Economic Development Goals – these goals encourage continued vitality of the existing North Main Street commercial district, include a policy that commercial and industrial development shall be located on the Highway 226 corridor. The Planning Commission had to make an interpretation of whether or not they felt like the re-zoning of land at the South end of the city limits, inside the urban growth boundary was consistent with that policy to allow for commercial uses along the Highway 226 corridor. The planning commission's discussion focused on not only that policy, but also are there other existing land on other parcels in the commercial zone that might be available for this particular development. The city in 2015 did an inventory looking at how much vacant land that was available for commercial use and what was available for industrial use. What we found in

2015 and the situation has not changed since then was that there is very little vacant land, and none under ½ acre in size that were available for immediate development of a new commercial business enterprise on vacant parcel. Applicants are requesting a 1.34 acre rezoning of a parcel to allow for a larger scale commercial development. This was a pretty significant issue for the planning commission during their deliberation. In looking, at whether there is a need in the community and that there is a requirement that the city to provide sufficient land to allow for new development in town. Their conclusion in reading the both the Comp Plan Policies for Economic Development, despite the encouragement to maintain the N Main Street as a central downtown commercial zone, they felt that there was still a need for additional land for new commercial land to be designated in the city. The flip side of that is that the city also has a very limited amount of vacant industrial land that is available and if you re-zone 1.34 acres of land for commercial you create a deficiency on the industrial side. This was a balancing issue, the planning commission discussed at length. The Planning Commission voted unanimously to recommend the approval of the Comp Plan Map Amendment and to rezone the property for commercial use.

Kinney stated that City Attorney Kennedy referenced that there are criteria that apply to any application and they are in the Staff report that was given to both the Planning Commission and the City Council. There is a list included in the document that identifies what issues that must be considered by the planning commission and by the city council when making a decision to amend the Comp Plan and to amend the Zoning Code. Those include a series of Statewide Planning Goals ranging from Citizen Involvement, Land Use, Natural Resources, Economic Development, Public Facilities, and Transportation. The City has adopted a Comprehensive Plan that addresses those Statewide Goals and provides a local interpretation of how they apply to this community. And how the city of Scio sees them as to how they are important as you look toward the development of this community. The goals and policies that apply to this particular application have been provided in the staff report with the applicant's information, the staff interpretation, the planning commission deliberation and the public comments that were received are addressed under each of the goal issues. The city has a couple of process ordinances for amending the comprehensive plan and also for amending the zoning plan, outlining the public hearing process and procedural requirements that the city must follow. Kinney stated that he would not go through the entire staff report in detail, but would be happy to answer any questions that the council might have at this time or later in the meeting as the city attorney directs.

Councilor Ferguson asked about street improvements – Are the curb and sidewalk improvements only going to be made in front of the applicant's property and what is that length. Kinney stated that it is a relatively small distance. Ferguson asked if this was the only improvement that will be done. Kinney stated that there will be some extension by ODOT on each end to allow for safe turning for both car and truck traffic, they may require full tapers on both ends. Kinney further explained that the city's code requirement is that the improvements are proportional to the development and may be made incrementally as properties are developed over time.

Applicant Testimony – Mayor Weaver announced that the applicant would have 15 minutes to make their presentation.

Trey Jinright, Project Engineer with Jade Consulting, on behalf of Hix Snedecker Development. – Mr. Jinright stated that their marketing study show about 5,000 people in the general area that would draw to the market. He stated that Dollar General is not here to compete with the existing businesses but to supplement. It would be a reason to draw people to town to shop instead of just driving through. Main issue is the zoning of the property. Where could it put this project in Scio, the market team looked for months to find a property that was large enough and zoned for development of this type. The staff report shows that there are no properties available in Scio that would fit this project. The closest property is the one before you tonight. In doing this, we made sure it was on main corridor, that we are not impacting any environmental concerns. The map from 2011 did not show any environmental concerns for this site. We vetted the whole site, we looked at land use, we did our engineering design and did traffic studies, we submitted this to ODOT, and permits to the State Lands and to the Corp of Engineers for the wetland fills. We have reached out and tried to locate the closest mitigation bank to your area so that credits we purchase are the closest available location. We looked to see where else we could put this in Scio and there is nowhere else. The money generated 5000 people shopping in Scio is a significant economic impact. The flood hazard maps were reviewed. A hydraulic study was done, we are showing a no net fill of the property, a “No-Rise Study” will be done in the future. Hwy 226 improvements - traffic study was done and speaking to ODOT, the improvements are the city’s choice, we are happy to put them in and this was included in the packet after the planning commission hearing. In summary, here in good faith.

Mayor Weaver stated that the proponents and opponents of the application would each have 5 minutes for their statements.

Proponents – Jennifer Nylander, 805 Triumph Street, Daphne, AL, representative from Hix Snedecker Development – Ms. Nylander stated that they are the preferred developer for Dollar General. She stated that they are here to be good neighbors, want to give you something that you are proud of and we are proud of to have our name on. She thanked the council for their time.

Opponents –

Roger Gaither, 38795 N Main Street – Mr. Gaither made a presentation to the council. He read the information provided to the council and when his time was up the presentation was completed by May Garland.

May Garland, 38795 N Main Street – Ms. Garland continued the presentation started by Mr. Gaither. (See Attachment A)

Michael Breedlove, 38888 Highway 226 – Mr. Breedlove stated that he does not think Scio is ready for the increased traffic for an additional 5000 customers. Major issue, like to see something proposed on traffic.

Roger Loewen, 38876 N Main Street – Mr. Loewen stated that he has no problems with Dollar General coming in, that it will bring revenue to our town, schools, jobs.

Steve Reese, 38805 Gilkey Rd – Mr. Reese stated that he attended the June 26th planning commission hearing and brought up concerns with flooding. He stated that he is disappointed to find that those concerns are just going to be kicked down the road. He stated the flooding issues should be addressed before the property is rezoned. Mr. Reese stated that this development will direct more water to the Pacific Power substation. As for economic development, Dollar General says they are not in competition with local stores, but if 30% of sales in the area go to Dollar General, it would wipe out the local markets.

Grimm Tharp, 38796 Highway 226 – Mr. Tharp stated that he owns the property to the south of the proposed change. Nobody has considered the natural slope of land to Peter's ditch, which controls normal run-off, not flooding. Fill dirt is going to be brought in to build the property up, fill on the property will cause backup of water on my property what do I do? He stated the developer addressed the parking lot and the site, but what about us? How are you going to drain the natural run-off.

Susan Yoder-Guardipee, 38924 NW 1st Avenue #5 – Ms. Yoder-Guardipee stated that she concurs with everybody.

Katrina Clouse, 38971 West Scio Rd – Ms. Clouse read letter from clients, Nathan & Roberta Reed who were not able to attend the hearing in person. (See Attachment B).

Wolfgang Borchard, 34948 Richardson Gap Rd – Mr. Borchard spoke regarding the history of flooding in the area. He stated that ground levels have been raised. When it flooded in the past, the property had water up to and over the road. The permit with filed with the Corp of Engineers by the applicant is for additional fill, the water will find a new way through town, ground now higher than highway.

10 minute break 7:55 pm

8:06pm reconvened

Dave Gardner, 38821 Highway 226 – Mr. Gardner stated that he is concerned with traffic. He has seen drag racing and people going faster than the speed limit on Highway 226. Mr. Gardner stated that he is also concerned with flooding.

Kendra Kimbirauskas, 39006 Richardson Gap Rd – Ms. Kimbirauskas stated she supports most of comments. She asked the council to look into factual comments of Dollar General made regarding jobs, the 5,000 customer base, 960 people, curious who would be shopping. She stated that this is in direct conflict with Scio Comprehensive Plan, goal to support small business. Concerned with taking industrial zoned land transitioning it into commercial, this limits future industrial growth. She stated that the Wetland mitigation might be in compliance, but doing wetland mitigation in Marion, does nothing for Scio. Where is the water going to go? No mention of Goal 14 which requires

a look at energy conservation, staff report says it complies, doesn't think this is correct, that city didn't look at what putting this property under blacktop/paving.

Lisa Stine, 39048 Montgomery Rd – Ms. Stine stated that she agree with opposition. Concern fitting into small town look and feel (neon/bright lights are not). Do not feel that flood concerns have been addressed and pollution from run-off onto neighbor's property. What good to wetlands credits in Marion do for the city? Traffic speed limits are already a problem; can this be changed with ODOT? Jobs – need to support Scio citizens. Produce – at planning commission hearing, Dollar General talked about a pilot program that is being considered for having groceries.

Chris Homanics, 40385 Queener Drive – Mr. Homanics spoke to the character of Scio, that the basic general merchandise needs are provided.

Victor Gonzales, 40385 Queener Drive – Mr. Gonzales stated that he came from the investment world. Likes the small town feel of Scio.

Mike Scofield, (38737 N Main Street) 38813 Garden Drive– Mr. Scofield presented a letter to council with signatures from several of the businesses in town. As the city looks through the Economic Development Plan many references are to local businesses, Dollar General is not local business, and he asked the council to consider that. Mr. Scofield asked the council to deny the proposal. (see Attachment C)

Melodee Scofield, 38737 N Main Street – Ms. Scofield stated that the switch from industrial to commercial would make that location an island surrounded by industrial property, the commercial area should be located together, it not cohesive.

Amy Stewart, 38635 SE Ash Street – Ms. Stewart read a statement (she did not provide a copy). Ms. Stewart stated that property should not be rezoned.

Kris Stewart, 38635 SE Ash Street – Mr. Stewart stated that big corporations take over when they come to town, no room for this business for this kind of growth.

Mayor Weaver asked, if there was anyone else that would like to speak?

Jennifer Slusser, 38534 Highway 226 – Ms. Slusser was concerned with traffic issues, specifically truck traffic.

Michael Harr, 39046 SE 2nd Avenue – Mr. Harr also spoke regarding traffic issues with truck traffic.

Mayor Weaver asked, if there was anyone else that wanted to speak. There was no further testimony.

Applicants Rebuttal: Trey Jinright, Jade Consulting – Mr. Jinright stated that he listened to comments of the opposition and made notes, and made comments towards what he thought were the main concerns: 1) Traffic on Highway 226 - the posted speed in the area of the development is 30 MPH. In order to get people to obey the posted speed,

there has to be traffic calming devices. This can be done by initiating elements of the city's plan for curb, gutter and sidewalks as that starts that process of traffic calming. 2) Wetland Fill and Corp Permits – Applications have been submitted to the State and the Corp, the applications only have a place for listing the amount of fill being placed in the wetlands, it does not have a place for the amount being cut from an upland area. The net summary of an increase in capacity included the cut is not shown. There will be more volume on the property than what there is today. It is our desire to purchase wetland credits from the closest mitigation bank to the site that is why the Marion wetland's bank has been chosen. It is the closest mitigation bank. 3) Flooding in area – Have demonstrated that the applicant is willing to meet criteria and how they can comply with it. Mr. Jinright stated that this is a separated application that will be considered at a later date to determine if the flood issues can be met. 4) Industrial property – Mr. Jinright stated that this was discussed in depth at the planning commission hearing regarding the rezoning from Industrial to Commercial. The staff indicated that losing the 1.34-acres of Industrial zoned land was of light significance, commercial use is more cohesive. The city's Comprehensive Plan limits the area that can be re-zoned for commercial use, this property fits within that area that we can look. 5) Conversation is about the use – Can the property be re-zoned or can it not? The citizen's testimony has been to say what business can go in, not if the property should be made available for commercial use. What needs to be considered is: Is this piece of property available for commercial use. Does this property comply with the ordinances for rezoning or does it not? The staff report, the public hearings with the planning commission's findings all support that we do comply.

Kennedy recommended that the council close the public testimony today, leave record open for 7 days for the submittal of factual testimony and the applicant will have 7 days after that to submit rebuttal only. The rebuttal for the second 7 days is only for legal argument, no additional evidence may be submitted. The council will then review the record and vote on the application at the next council meeting. Kennedy stated that everyone could then review the record and have a discussion in public, and could have a discussion tonight with staff, or wait until the next meeting.

Weaver stated that he is concerned with flooding in that area of town and the fill dirt. He stated that he wanted to do some more research and have some questions answered on the fill. Mayor Weaver stated that he wanted to table this for tonight and be able to do some more homework before a vote. He thanked the audience participants for their input. The next City Council Meeting will be September 9, 2019, everyone is welcome to come back at that time and listen to the deliberations.

May Garland asked for clarification on a question. She stated that at the planning commission hearing that they were off base making comments about the community in general, that they were only supposed to talk about zoning, wetlands mitigation, etc. She said that she thought that at the city council hearing they would be welcome to have opinions of the effect of this particular company coming in to Scio. After the planning commission hearing the commissioners were told to ignore the things that we had said because we were off base, we weren't talking just about zoning, when is there a time and is there a group that is going to be paying attention to what this group of

people has been saying, if we are so off-base. Are we not saying it in the right way, is there not a particular guideline to be addressing?

Weaver asked if she could explain that a little better as he was not at the planning commission hearing.

Ms. Garland stated that they came and were told just like Mr. Kinney said tonight that this is only about re-zoning and amending the Comp Plan, and that that has to do with transportation, economy, and wetlands, but it doesn't seem to have anything to do with whether or not this is the right business to bring into Scio. When will that discussion take place? Katrina Clouse asked how they would know. Victor Gonzales started to make another statement. At which time City Attorney Kennedy interrupted stating that we are making a record, and we need to be very clear about who is talking. Kennedy stated it is up to the council whether they want to hear more comments and if they do then we need to have the speakers name on the record. It is up to the council as they had closed the public hearing.

Ms. Garland stated that she had wanted the leadership members to address the question for us.

Ginger Allen said that she would speak on behalf of herself as the city manager. Ms. Allen stated that she is not someone who will vote on this, that her experience on this area is that there is land use planning criteria that has been adopted by the city, and that those are the points that must be met, emotional pieces unfortunately may or may not fall into the categories of consideration. Ms. Allen further stated that the audience had done a good job of presenting both. She had heard at both meetings your presentations in concise manner and a professional matter. You are expressing your personal opinion, at the same time you are talking about the comp plan and how it brings in the corridor. Right now according to what she has read, the city's comp plan and the land use planning laws that this council has adopted, it prohibits them from considering the feel good stuff in the sense that if another business comes in that you do like, then do they get to stay or do they get to go.

Ms. Garland asked what about our investment in this community. Ms. Allen stated that she was just trying to answer her question. Ms. Garland stated that we have an investment, not just expressing idle ideas.

Kennedy addressed Ms. Garland's question. He stated that the city has adopted a comprehensive plan that is in compliance with state law. The economic development portion Goal 9 is not related to a specific business. It is economic development related to whether you have industrial land or commercial land. That is the distinction that is being made and it is the decision that the council has to make. That economic development portion is, is this a good place for commercial development, not for Dollar General. Kennedy stated that he is simply addressing the issue about economic development and why the planning commission stated that that was not what they were making a decision on. The decision is simply whether the 1.34-acre parcel would be better to be zoned as commercial or industrial. Not which company should be allowed. Mr. Kennedy stated that there are people that have their hands raised and that the

hearing was closed, it is up to the council if they want to re-open the hearing for additional comments.

Council reopened hearing for more discussion.

Susan Yoder- Guardipee stated that we hear what you are saying, but we want to know when you will listen to us, we don't want Dollar General in our town. Are you listening to us – we don't want them, we don't care if that is the only piece of property that is big enough, we don't care because we don't want Dollar General.

Michael Harr made an additional statement. He said that it is a very dangerous place to put that business.

Roger Gaither reiterated Ms. Garland's question. At what point do we the citizens of Scio and the residents around here have an opportunity to express our desire for the kind of community that we wish to live in. At what point is that available?

Attorney Kennedy commented, that the city addressed it at that time that city approved the development code and set the standard for any business coming into town. That is why the council has to make their decision based on the development code and the parameters that are set. The development code is what the city has to weigh any proposal against as it relates to zone change, as it relates to anything else this council in a Quasi-judicial setting would do with respect to land use planning. What I try to do when advising council is to make sure that any decision made is not going to be reversed on appeal to LUBA, which is where the case would go if someone makes an appeal of the decision. The decision has to comply with the law that this council is bound to follow when they took the oath of office. Our own development code has been passed and is basically the law of Scio.

Roger Gaither asked if he could continue. He stated this is not about complying with state codes. It is about a pro-active model on where we want this community to develop, a vision for the future. We have been targeted for a reason and if we want to protect ourselves, we need to come together and form a vision for what we want Scio to be and it can be in compliance with all the codes, but it is still a positive, proactive on where we want to go.

Victor Gonzales made a statement regarding the need for creating a vision.

Mayor Weaver asked Dave Kinney, Planning Consultant, to speak to the question raised by Ms. Garland. Kinney stated that the question was at what point in time does the community participate with either the planning commission or city council for develop a vision. The comprehensive plan that the city has adopted is supposed to be that vision document. If the community feels the need to change the vision, that is the document that provides the guide. The development ordinances that the city adopts are essentially the rules that any property owner has to live by when they apply for a development proposal. That is the plan document and the rules that implement it. Kinney stated that what Mr. Kennedy said tonight is that the proposal in front of the

council tonight is is this an appropriate to change the plan document to change the site from light industrial to commercial. If the decision is no, that it is not the appropriate place for a commercial site to be based on the council's interpretation of the plan document then the Dollar General is not a permitted use in the light industrial zone and this project would stop. This has been stated at the planning commission and in the staff report. If the council agrees with the planning commission recommendation and decides that this location is more appropriately a commercial site, then the applicant would be allowed to develop a retail business on that site and the owner or the developer doesn't matter. It is the question of: Is it an appropriate allowed use within the zone and that is why the policy decision focus tonight is on is this the appropriate location for a conversion from light industrial to commercial. If it is approved then the applicant has to go through the other land use steps; wetlands, floodplain, site development, parking. It is a different review process. It is the same process, the city would go through no matter who the applicant was applying for development.

Kennedy asked stated that all of those decisions, even if they were a decision that was initially made by the planning official, could be appealed up to the city council. Kinney stated that it correct. Ultimately if the council makes a decision, that either the applicant or a participating party was not happy with the decision, it could make an appeal to the State Land Use Board of Appeals (LUBA). That appeal must be based on the criteria and the cities interpretation whether it is perceived as being correct or incorrect under the standards and criteria that are in the current comprehensive plan. That is the legal obligation of the council to interpret the code in its best ability that it can.

Kendra Kimbirauskas asked a clarifying question. Is there a legal obligation of the council to consider any sort of variance to the existing zoning code? Kinney stated that the applicant has applied to change the zoning designation. The obligation of the city is to consider the application and that is why the public hearing is being held.

Mayor Weaver asked Mr. Jinright if he had anything he wanted to add. Kennedy stated that since the hearing was re-opened and additional testimony was received, the applicant had the right to rebut any comments. Mr. Jinright thanked the council from time.

Public Hearing closed at 9:07 pm. The record was held open until Monday, August 19, 2019 @ 5:00 pm for the submittal of written testimony.

5. Comprehensive Plan Amendment and Zone Change – Presented by: Dave Kinney, Scio Planning Consultant – Continued to September 9, 2019 meeting

CITY MANAGER REPORT: Presented by Ginger Allen – Ms. Allen reported on the report for June 5, 2019 – August 5, 2019 (see attached report). There were no questions from the council.

CITY ATTORNEY REPORT: Presented by Tre' Kennedy – Kennedy stated it is natural for council members as elected officials to try to distinguish your two roles as a councilors.

1. Legislative role – This when you pass ordinances of general applicability. It is similar to the state legislature and it is appropriate to discuss with citizens. When doing legislative function this is appropriate.
2. Quasi-judicial role – This is where you are acting as a judge. You have to think about if you were in front of a judge would you want that judge going talking to people about the decision they have to make when you are not there. If you were a defendant you don't want them doing independent research on your case that you cannot rebut. When you are in your Quasi-judicial function you kind of have to tell them you can't talk to them. However, there are provisions for the disclosure of ex parte contact. You will be asked before the next hearing if there is any ex parte contact to disclose. The applicant has the burden of proof and if someone discloses something to you that they haven't heard, it starts the process over again, as the applicant would have the opportunity to address any fact, need time to be able to rebut. You are in a difficult position. That is your judicial function.

Councilor Ferguson stated that in this situation I feeling like I am not serving my citizens, I feel like they think we are not servicing them because they are not being heard. What could our citizens do, can they petition, can they picket? Kennedy – they can do all of that. Kinney – With May's question, the appropriate response is that people need to look at the Comprehensive Plan and the development ordinances and giving their input, is where they can make a difference, by reviewing them to provide suggestions for changes. Ferguson asked what good that does them now. Kinney said that it doesn't. The difficulty is that you and the staff are obligated to use the rules as they are today. Weaver – you just can't vote with your gut. Kennedy – you have to follow the law. Allen – in this particular case you are locked in, as the comp plan is the comp plan, but in the future, you offer up what needs to be changed. Kennedy – not telling you that you have to approve it, I'm just telling you that you have to make your decision based on the parameters that are in place. We are not going to write a staff report that we don't want a certain business. Kinney – the difficulty as the city, staff and planning commission sent out many notices to come to the development of the Comprehensive Plan and the citizens did not participate.

Councilor Eckhart asked about the future vote, how do we do that? Kinney stated that what he did with the planning commission on this particular issue was to review the four key issues. Walked through each, and the planning commission made their determination and said yes or no. At the end of the key items the planning commission made a formal recommendation to the city council. Kennedy the review of the flood issue is not part of the zoning question. Kinney – it is more of a development question.

Kinney – I will go back and review the new testimony, update the staff report. Kennedy – after you make this decision, there may be additional decisions that have to be made on the development proposal.

Weaver – asked about wetland credits. Kennedy – it is the closest place to mitigate.

Nuber – asked about the parking variance. Kinney – this will be looked at only if the re-zone application is approved.

Kennedy – each of you should state your case, and give a full discussion of why you are making your decision. Kinney – base your decisions on the policies.

Kennedy – you can direct Mr. Kinney to make an analysis of the industrial land vs. the commercial land. Kinney – the planning commission did a really good job of explaining their decision. Kennedy – focus on if it should be a commercial site or not.

Ferguson asked Kennedy if the citizens have access to him. Kennedy – he stated that he can explain the process.

Nuber will we hear this at the next council meeting?

Business from the Council:

Ferguson – compliment city staff with the National Night Out – shout out great job!

Meyer – meetings Cascades West (COG) Area Committee on Transportation are waste of time to attend – Allen stated that the councilors take turn serving on the committees, the city needs to be prepared to speak to COG to answer their questions as to why we are not attending.

Eckhart – National Night Out was great – thank you for all you do

Nuber – Neighborhood watch – first meeting is September 16th at 6:00 pm at city hall. Citywide garage sales this last weekend went well.

Gray – Missed the notice on National Night Out.

Business from the Public: None

The regular session of the city council was adjourned at 9:39 p.m.

The next regular meeting is scheduled for September 9, 2019 at 6:00 p.m.

Cathy Martin,
Administrative Assistant

CITY MANAGERS REPORT
Report Period June 5, 2019 – August 7, 2019

Ginger Allen, City Manager

City Newsletter: The third quarter newsletter for 2019 fell behind due to staff shortage and summer employee vacations. Therefore, the fourth quarter newsletter will go out a month early in order to reach the readers with some of the fall activities and meeting schedules taking place throughout the rest of this calendar year. Be looking for the final 2019 newsletter at the end of August, first of September.

Library Board Members Needed: The City of Scio Library Board has three vacancies due to two resignations this year. An ad will be placed on the various social media sites, city web site, and in the next edition of the City Newsletter – Scio Speaks.

Planning Commission: The Scio Planning Commission has a vacant seat available to anyone living inside the Scio city limits. In addition, Chairman Wooten has announced that he wishes to step down from the commission in the near future, should this happen two seats will be vacant.

Annual Audit: The city had its annual audit on July 30 and 31, 2019. A report from our auditing firm Accuity LLC will be presented to the city council in the fall.

Preliminary Ground Work for New City Hall: It is my desire to complete the following task list by end of November 2019.

1. Arrange for the demolition of the old building, which includes the following:
 - ▶ Review of any environmental issues, i.e. asbestos and lead paint, etc.
 - ▶ Determine any salvageable materials from building
 - ▶ Award bid for demolition
2. Meet with potential financing agencies
3. Solicit civil and structural engineering firms for construction and design of new city hall.
4. Present financial and engineering options to City Council at the November 18, 2019 City Council meeting.

Submitted
by Roger Gaitner
& May Garland
at Council Hearing
28 pages

When
Dollar General
Comes to Towns like
Scio...
Information Not Forthcoming

Fast Facts About Dollar General from their own Website

- \$25,600,000,000 in sales in fiscal 2018
- 15,597 retail locations as of May 3, 2019 and counting
 - Approximately 7,300 square-foot stores
- 10,000 = 12,000 total stock keeping units (SKUs) per store
 - 16 Distribution centers
 - Approximately 135,000 employees
- Ranked #119 on the Fortune 500 list as of May 2019

Corporate Office

100 Mission Ridge

Goodlettsville, Tennessee 37072



Chief Executive Officer

Todd J. Vasos made \$10,602,517 (that's million) in total compensation in 2018.

Dollar General is ranked 119th in corporate size and traded on the New York Stock Exchange

Dollar General Corporation Ownership Summary

DG \$135.58 * 1.81 1.32%

*Delayed - data as of Aug. 9, 2019 - Find a broker to begin trading DG now

Institutional Ownership [View DG Ownership](#)

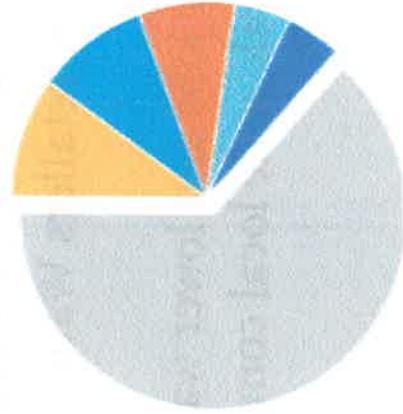
Institutional Summary as reported in the most recent 13F filings



Institutional Holdings 96.03%

Total Number of Holders 905
 Total Shares Held 248,071,363
 Total Value of Holdings 33,633,515,396
 Net Activity (4,646,896)

Top 5 Holders of Institutional Holdings



1. PRICE T ROWE ASSOCIATES INC /MD/ 24,698,193
2. BLACKROCK INC. 22,910,261
3. VANGUARD GROUP INC 19,710,113
4. BARROW HANLEY MEWHINNEY & STRAUSS LLC 11,871,004

Wikipedia

Dollar General... Perpetuates Economic Distress

Dollar General, along with other dollar store chains are regarded not “merely a byproduct of economic distress. They’re a cause of it.” Dollar store chains, in “capitalizing on a series of powerful economic and social forces—white flight, the recent recession, the so-called “retail apocalypse”—all of which have opened up gaping holes in food access...might not be causing these inequalities per se, but they appear to be perpetuating them”.

“The rapid growth in dollar stores across the USA have created a ‘dollar store belt’. Studies found that dollar stores lacked fresh produce and nutritious food, and were less affordable per unit than big box retailers Walmart or Costco.

“Dollar stores tend to create fewer jobs and lower wage jobs than independent grocery stores. Additionally, Dollar Generals stifle local competition, hurting the communities in which they’re serving.”

Wikipedia continued

Dollar General: Financial Irregularities

“On April 30, 2001, Dollar General Corp was liable for making false statements or failing to disclose adverse facts about the company’s financial results, and paid \$162,000,000 for settlement. The company also announced to restate its earnings for the past three fiscal years, due to accounting irregularities including allegations of fraudulent behavior.”

OSHA 2014 and 2016 Fines

“In November 2014, Dollar General was fined \$51,700 by the Occupational Safety and Health Administration (OSHA) following an inspection of a Brooklyn, Mississippi, branch of the store. The statement from OSHA notes that Dollar General has had repeated health and safety violations: “Since 2009, OSHA has conducted 72 inspections of Dollar General nationwide. Of those inspections, 39 have resulted in citations.”

Dollar Stores Are Targeting Struggling Urban Neighborhoods and Small Towns

For example: “Dollar General, together with Family Dollar and Dollar Tree, which are owned by the same company, have more than 50 locations in Tulsa. Many are on the city’s north side. Alongside aisles lined with clothing and household goods, these small stores offer a narrow selection of processed foods, such as canned peaches and cereal, cookies and frozen waffles.

There are no fresh vegetables, fruits, or meats in most dollar stores. And yet, as limited as their offerings are, dollar stores are now feeding more Americans than Whole Foods is, and they’re multiplying rapidly.

“In small towns and urban neighborhoods alike, dollar stores are leading full-service grocery stores to close. And their strategy of saturating communities with multiple outlets is making it impossible for new grocers and other local businesses to take root and grow.”

Date: 6 Dec 2018 | Institute For Local Self-Reliance (ilsr.org). Full reference article is attached.

Dollar Stores Are Taking Over the Grocery Business, and It's Bad News for Public Health and Local Economies

A new report shows growth of dollar stores in low-income and rural communities furthers inequity and pushes out local businesses.

Profiting Off Customers in “Food Deserts”

“Dollar General represented two-thirds of all new stores in “food deserts,” defined by the U.S. Department of Agriculture (USDA) as low-income areas where a third or more of residents live far from a full-service grocery store. Dollar General predominantly targets rural areas. Profiting off these left-behind places is central to dollar stores’ business plan. In 2016, low-income shoppers represented 21 percent of Dollar General’s customers but 43 percent of their sales. Dollar General executives publicly described households making under \$35,000 and reliant on government assistance as their “Best Friends Forever.” When discussing growing rural-urban inequality, Dollar General’s CEO, Todd J. Vasos, said “the economy is continuing to create more of our core customer,” i.e., more struggling rural families.”

<https://civileats.com/2018/12/17/dollar-stores-are-taking-over-the-grocery-business-and-its-bad-news-for-public-health-and-local-economies/>. The full article is attached.

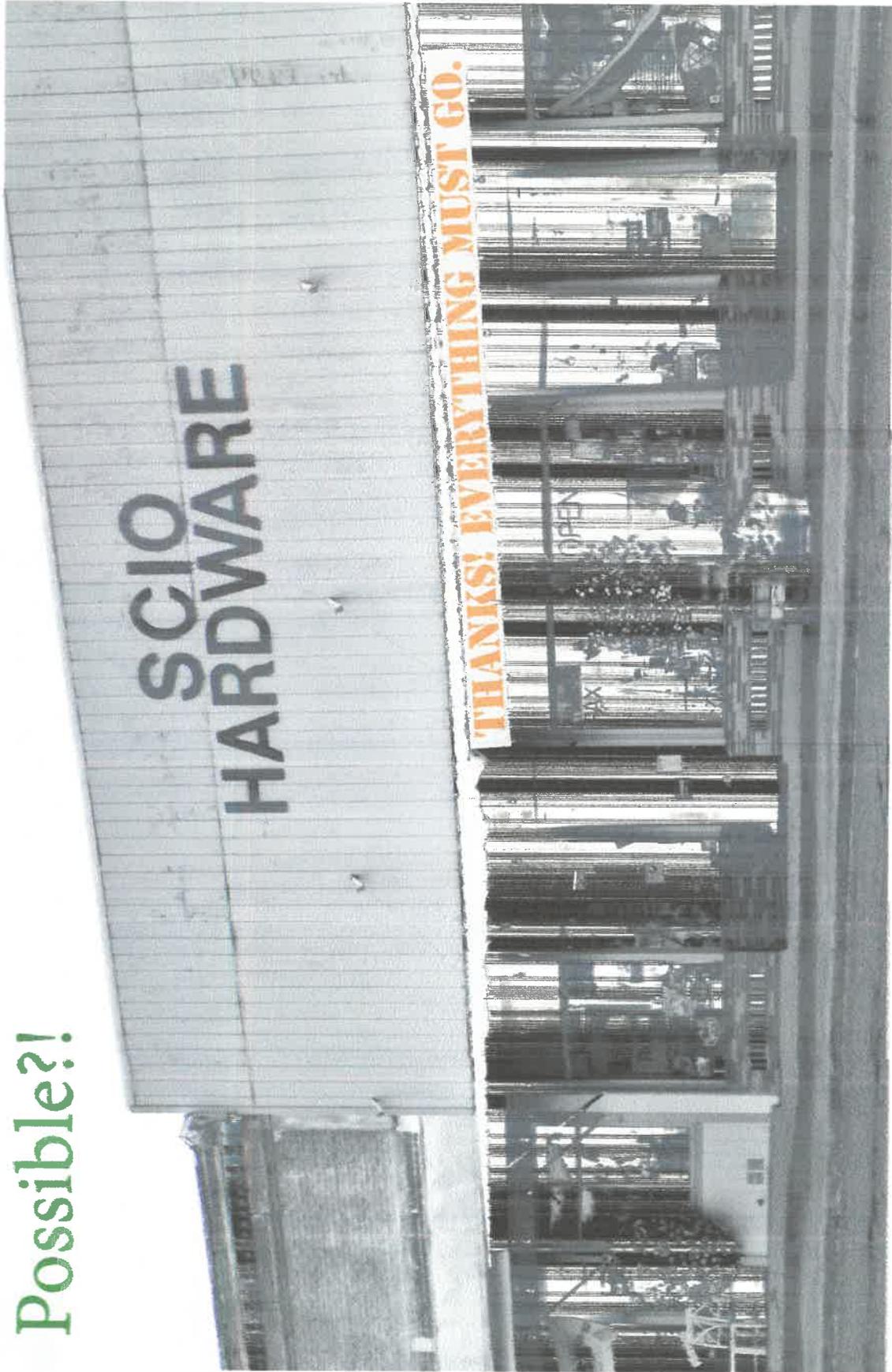
So When
Dollar General
Comes to
Scio...

This is what will likely happen...

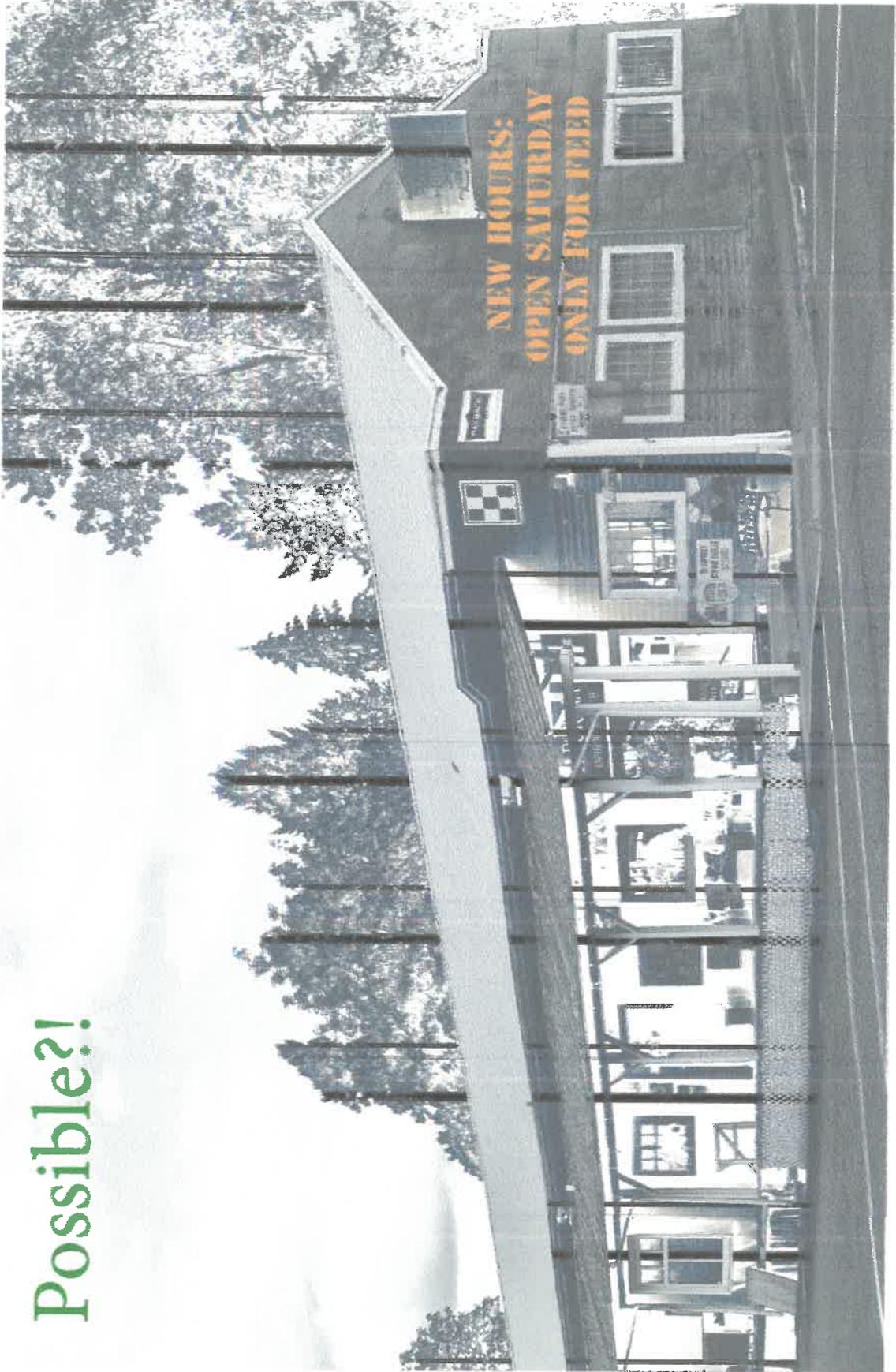
Probable!



Possible?!

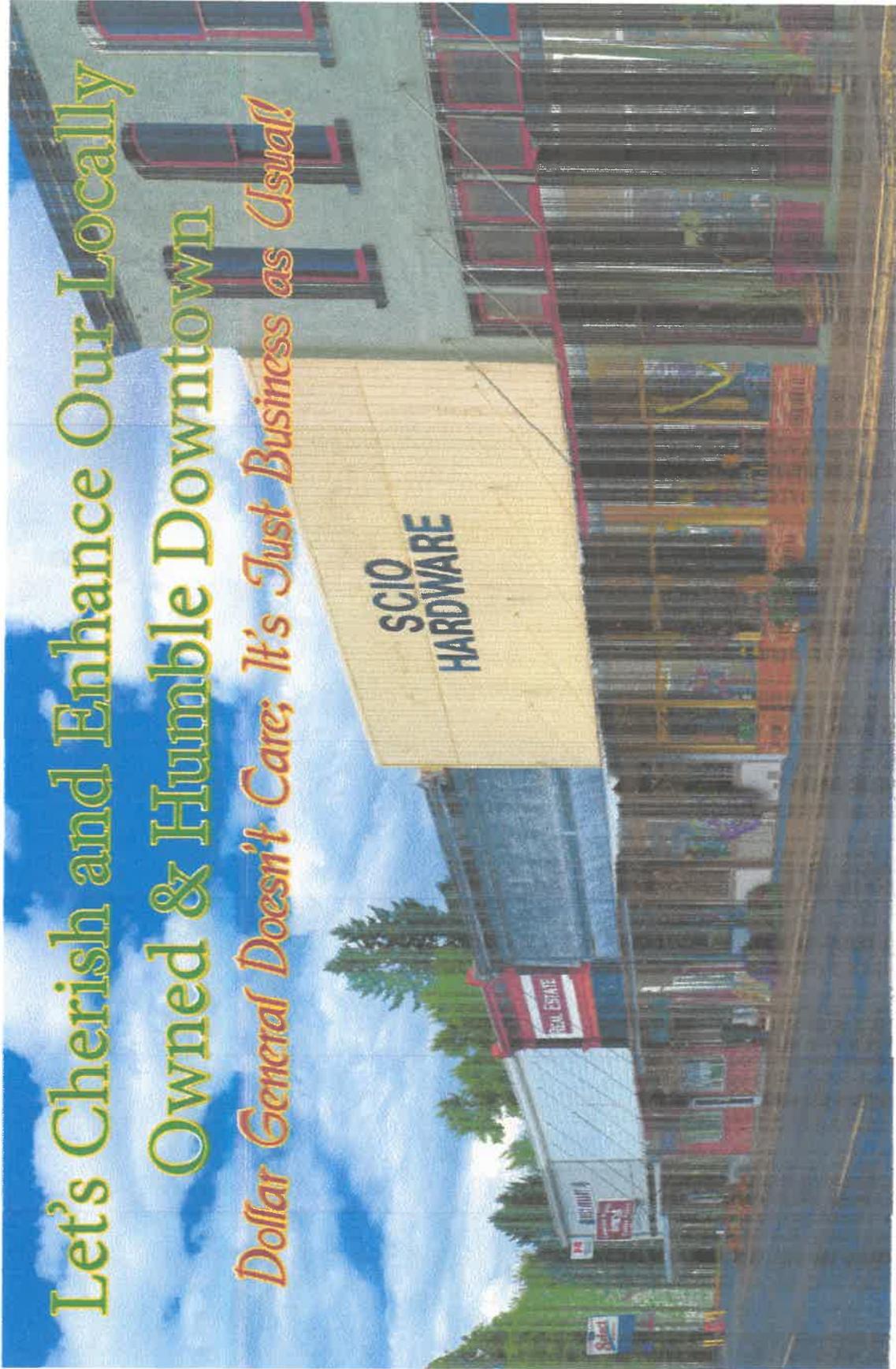


Possible?!



Let's Cherish and Enhance Our Locally
Owned & Humble Downtown

Dollar General Doesn't Care; It's Just Business as Usual!



Our Scio of Tomorrow

Community Visioning Works

Take a Look at the Best 100 Small Towns in America

<https://livability.com/best-places/top-100-best-small-towns/2015>

A Few Community Visioning Resources

A NewBERG Community Vision | Newberg Oregon

<https://www.newbergoregon.gov/planning/page/newberg-community-vision>

Community Visioning | The City of Coburg, Oregon

<https://www.coburgoregon.org/community/page/community-visioning>

Canby Community Vision - City of Canby

www.canbyoregon.gov/visioning.htm

Community Visioning and Strategic Planning Handbook - National ...
<https://www.nationalcivicleague.org/.../community-visioning-strategic-planning-hand...>

Full Articles on Community Visioning and references are attached.

Let Us Envision a Scio
We Want to Live In
and
Make Our Future Happen
(not happen to us!)
We Can Do It!

Thank You

The Scio Dollar General Challenge

August 12, 2019: Resources on the Internet for Making an Informed Decision

Sign of hope or worry? When the dollar store comes to town ...<https://www.csmonitor.com/.../Sign-of-hope-or-worry-When-the-dollar-store...>

Mar 8, 2019 - Do dollar stores, which now outnumber McDonald's restaurants, provide hope for low-income areas hungry for retail? Or is their arrival a ...

Where even Walmart won't go: how Dollar General took over rural ...<https://www.theguardian.com/.../dollar-general-walmart-buhler-haven-kansas>

Aug 13, 2018 - When Dollar General came to Haven, Kansas, it arrived making demands If there's nobody new coming to town and your older population is ...

Dollar Stores Are Taking Over the Grocery Business, and It's Bad ...<https://civileats.com/.../dollar-stores-are-taking-over-the-grocery-business-a...>

Dec 17, 2018 - These low-priced “small-box” retailers, like Dollar General, offer little to no fresh food—yet they feed more Americans than either Trader Joe's or ...

Dec 17, 2018 - These low-priced “small-box” retailers, like Dollar General, offer little to no fresh food—yet they feed more Americans than either Trader Joe's or ...

How Dollar General Is Transforming Rural America : NPR<https://www.npr.org/2017/.../loving-and-hating-dollar-general-in-rural-ameri...>

Dec 11, 2017 - Dollar General stores thrive in low-income rural towns, and the deep-discount chain has opened hundreds of new shops in the past year.

Dollar General will open 975 stores this year - CNN - CNN.com<https://www.cnn.com/2019/03/14/.../dollar-general-stores...dollar/index.html>

Mar 14, 2019 - Dollar General keeps expanding even as discount rivals like Family Dollar shrink.

Will Dollar Stores Be The End Of Local American Retail? - Forbes<https://www.forbes.com/.../will-dollar-stores-be-the-end-of-local-american-...>

Dec 30, 2018 - Dollar General, Dollar Tree and Family Dollar Store are taking advantage ... found even more dire consequences when Walmart comes to town.

Dec 30, 2018 - Dollar General, Dollar Tree and Family Dollar Store are taking advantage ... found even more dire consequences when Walmart comes to town.

Dollar General throws a lifeline to hard-pressed communities. But at ...<https://www.msn.com/en-us/money/.../dollar-general.../ar-BBO0d5j>

Oct 6, 2018 - Many of the towns that receive a new Dollar General store have not had a ... effect in rural America when it comes to stores like Dollar General, ...

Oct 6, 2018 - Many of the towns that receive a new Dollar General store have not had a ... effect in rural America when it comes to stores like Dollar General, ...

As dollar stores move into cities, residents see a steep downside - The ...<https://www.washingtonpost.com/.../dollar-stores.../b3676cbe-2f09-11e9-8ad...>

Feb 15, 2019 - The last Dollar General store to open before the moratorium took effect “But it's the discount retailer that's coming to town and setting up shop ...

Dollar General - Wikipediahttps://en.wikipedia.org/wiki/Dollar_General

Dollar General Corporation is an American chain of variety stores headquartered in In September 2015, the Janesville *City Council*, in Wisconsin, approved an agreement to bring a *Dollar General* distribution center to the *town*. The center ...

How Dollar General keeps its prices low - Business Insider[https://](https://www.businessinsider.com/dollar-general-low-price-strategy-2018-8)

[/www.businessinsider.com/dollar-general-low-price-strategy-2018-8](https://www.businessinsider.com/dollar-general-low-price-strategy-2018-8)

Mar 18, 2019 - *Dollar General* is opening 975 stores in 2019. AP ... Since it opened its first store in a small *town* in Kentucky in 1955, *Dollar General* has stayed true to its roots, ... The retailer's target shopper *comes* from a household making ...

Dollar General and Family Dollar are harming communities[https://](https://www.fastcompany.com/.../why-dollar-stores-are-bad-business-for-th...)

[/www.fastcompany.com/.../why-dollar-stores-are-bad-business-for-th...](https://www.fastcompany.com/.../why-dollar-stores-are-bad-business-for-th...)

Dec 10, 2018 - Up until 2015, Haven, Kansas, a *town* of just over 1,200 people, had one grocery *store*: the Foodliner, a mom-and-pop *store* owned by a local, ...

Meet The Dollar Store Resistance | HuffPost<https://www.huffpost.com/.../dollar-stores-small-town-businesses-n-5beefe...>

Nov 21, 2018 - Meet The *Dollar Store* Resistance. Low-end retailers undercut independent grocers and *small-town* aesthetics, but some locals are fighting back. ROCK HALL, Md. — When *Dollar General* said it would open a *store* here in 2013, Jeff Carroll warned it would crush the business he'd operated for the previous decade.

Dollar Stores Are Targeting Struggling Urban Neighborhoods and ...[https://ilsr.org/](https://ilsr.org/dollar-stores-target-cities-towns-one-fights-back/)

[dollar-stores-target-cities-towns-one-fights-back/](https://ilsr.org/dollar-stores-target-cities-towns-one-fights-back/)

Dec 6, 2018 - In *small towns* and urban neighborhoods alike, *dollar* stores are "The problem is that if the grocery *store* closes, this *impacts* the town in a big ...

The Impact of Dollar Stores and How Communities Can Fight Back ...[https://ilsr.org/](https://ilsr.org/dollar-stores/)

[dollar-stores/](https://ilsr.org/dollar-stores/)

Dec 6, 2018 - Since 2011, two dominant chains — *Dollar General* and *Dollar Tree*, which ... In *small towns* and urban neighborhoods alike, *dollar* stores are ...

"The Dollar Store Ruined Our Town" - What a Dollar General Would

[...mainandlake.com/.../dollar-store-ruined-town-dollar-general-mean-donnels...](https://mainandlake.com/.../dollar-store-ruined-town-dollar-general-mean-donnels...)

May 16, 2016 - M&L talked to residents of other *small towns* who have had *dollar* stores open nearby to gauge the *impact* a *Dollar General* might have on ...

Dollar Stores Planning for Permanent American Underclass, Sell More ...<https://>

[/www.newsweek.com/dollar-stores-general-tree-america-economy-p...](http://www.newsweek.com/dollar-stores-general-tree-america-economy-p...)

Dec 7, 2018 - *Dollar-store* chains like *Dollar General* and *Dollar Tree* are rapidly expanding by targeting the *poor*, particularly in predominantly black ...

Dollar stores are everywhere. That's a problem for poor Americans ...<https://www.cnn.com/2019/07/19/business/dollar-general.../index.html>

Jul 19, 2019 - *Dollar General* caters mainly to low-and-middle-income customers in rural and suburban areas. *Dollar Tree* targets suburban, middle-income shoppers, while *Family Dollar* focuses on lower-income urban and rural customers.

When the Closest Grocery Store Is a Dollar Store - CityLab<https://www.citylab.com/equity/2018/12/...store...dollar-store.../577777/>

Dec 20, 2018 - Since 2001, outlets of *Dollar General* and *Dollar Tree* (which bought ... "As someone on a fixed income, I see [dollar stores] as saving the *poor*," ...

Dollar stores are feeding more Americans than Whole Foods ...<https://www.businessinsider.com/dollar-stores-health-income-poverty-2018...>

[/www.businessinsider.com/dollar-stores-health-income-poverty-2018...](https://www.businessinsider.com/dollar-stores-health-income-poverty-2018...)

Dec 10, 2018 - At first glance, the *Dollar General* slogan is music to a bargain hunter's ears: "Save Time. Save Money. Every day!" With prices that are 20% to ...

Dollar stores are thriving – but are they ripping off poor people? | US ...<https://www.theguardian.com/.../dollar-store-ripping-people-off-poverty-in...>

[/www.theguardian.com/.../dollar-store-ripping-people-off-poverty-in...](https://www.theguardian.com/.../dollar-store-ripping-people-off-poverty-in...)

Jun 28, 2018 - While online retailers have transformed the landscape of American commerce, the largest three *dollar-store* chains are prospering offline, ...

To Save a Neighborhood, Ban a Dollar Store? - Pacific Standard<https://psmag.com/social-justice/to-save-a-neighborhood-ban-a-dollar-store>

Jul 15, 2019 - *Dollar General*, which operates over 15,000 stores around the U.S., did not ... meet the program's *poverty* threshold, but are still food insecure.

Are dollar stores bad for cities? – RetailWire<https://www.retailwire.com/discussion/are-dollar-stores-bad-for-cities/>

Dec 28, 2018 - But not all the news about dollar stores is *negative*. ... *Dollar Store Impacts* – Institute of Local Self Reliance (ILSR) · The *dollar store* is ...

Dollar stores are taking over America, and communities are angry ...<https://www.businessinsider.com/dollar-stores-taking-over-america-2018-12>

[/www.businessinsider.com/dollar-stores-taking-over-america-2018-12](https://www.businessinsider.com/dollar-stores-taking-over-america-2018-12)

Dec 14, 2018 - People are divided on whether that's a *bad* thing. Aria Bendix ... A woman walks by a *Dollar General* store in Brooklyn. Spencer ... "The *effects* of poverty, alcoholism, and substance abuse are visible in pockets," Valdez said.

The Surprising Impact of Your Neighborhood Dollar Store<https://morningconsult.com/.../surprising-impact-neighborhood-dollar-stor...>

Nov 20, 2017 - The Surprising *Impact* of Your Neighborhood *Dollar Store*. Poor or ... has a positive *impact* — but another 13 percent said it has a *negative* one.

Store Locations & Map - Dollar General<https://aboutus.dollargeneral.com/store-locations-map/>

Dollar General has more than 15,000 *stores* in 44 states and counting! Most of our *stores* are located in small to mid-size communities. To find your closest ...

~~~~~

**Small towns - City-Data.com**[www.city-data.com/smallTowns.html](http://www.city-data.com/smallTowns.html)

All U.S. *Cities*. *Towns* with fewer than 1000 residents by state: AL · AK · AZ · AR · CA · CO · CT · DE · FL · GA · HI · ID · IL · IN · IA · KS · KY · LA · ME · MD · MA · MI

**Oregon Very Small Towns and Villages (fewer than 1000 residents ...**[www.city-data.com](http://www.city-data.com)  
> *US states*

*Cities* in Oregon. ... Oregon Very Small *Towns* and Villages (fewer than 1000 residents). Filter *cities*. All *cities*, Bigger *Cities* ... *Population*. Adair Village, 815.

**Nearly Half of U.S. Cities Have Fewer Than 1,000 Residents**<https://www.govtech.com/.../Nearly-Half-of-US-Cities-Have-Fewer-Than-1...>

Dec 10, 2018 - ... as "teeny tiny." Here's a look at the number of *cities* by *population* category. ... Nearly Half of U.S. *Cities* Have *Fewer Than 1,000* Residents.

**• Number of U.S. cities, towns, villages by population size 2018 | Statista**<https://www.statista.com> > *Society* > *Demographics*

16,411 had a *population* under 10,000 and in contrast, only 10 *cities* had a *population* ... is more idealized in the American imagination *than* small-town America.

~~~~~

2015 Top 100 Best Small Towns | Livability<https://livability.com/best-places/top-100-best-small-towns/2015>

We examined more than 40 data points each for more than 12,000 *towns* with *populations* between 1,000 and 20,000. These scores were weighted based on an ...

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**Community Visioning : Conservation Tools**<https://conservationtools.org/guides/51-community-visioning>

*Community visioning* is a planning tool that empowers people to express a vision for the future of their community; ideally, this vision guides land-use ...

**Creating a Community Vision - MRSC**[mrsc.org/getdoc/c11bbf9d-34e8-4b57-94d0.../Creating-a-Community-Vision.aspx](http://mrsc.org/getdoc/c11bbf9d-34e8-4b57-94d0.../Creating-a-Community-Vision.aspx)

Dec 18, 2018 - *Community visioning* is the process of developing consensus about what future the community wants, and then deciding what is necessary to ...

**What is Community Visioning and Why Should You Start? - Envisio**<https://www.envisio.com> > *Strategy Blog*

May 24, 2018 - *Community Visioning* is both a process and a statement. ... “Our *Vision* is a thriving, urban, South Puget Sound city, possessing the core values of family, *community*, education and economic prosperity. ...

**Community Visioning | The City of Coburg, Oregon**<https://www.coburgoregon.org/community/page/community-visioning>

Coburg City Council adopted a Vision Statement in July 2017. ... If you would like to look through the full *Community Visioning* Project Final Report, you can find ...

**[PDF] A Guide to Community Visioning - The Learning Store - UW-Extension**<https://learningstore.uwex.edu/Assets/pdfs/G3708.pdf>

**A NewBERG Community Vision | Newberg Oregon**<https://www.newbergoregon.gov/planning/page/newberg-community-vision>

The *community* as a whole embarks in creating a *vision* for Newberg's future. Through a collaborative process *community* members, businesses, organizations ...

**Community Visioning and Strategic Planning Handbook - National ...**<https://www.nationalcivicleague.org/.../community-visioning-strategic-planning-hand...>

Based on decades of hands-on experience by National Civic League staff, the *Community Visioning* and Strategic Planning Handbook (2000) helps ...

**Canby Community Vision - City of Canby**[www.canbyoregon.gov/visioning.htm](http://www.canbyoregon.gov/visioning.htm)

The Canby *Community Vision* was adopted on March 20, 2013. The community launched the Vision process to better understand the needs and priorities of its ...

# Dollar Store Impacts

Dollar General, Dollar Tree, and Family Dollar have big expansion plans. But are these chains good for communities? **Get the facts and learn what you can do.**

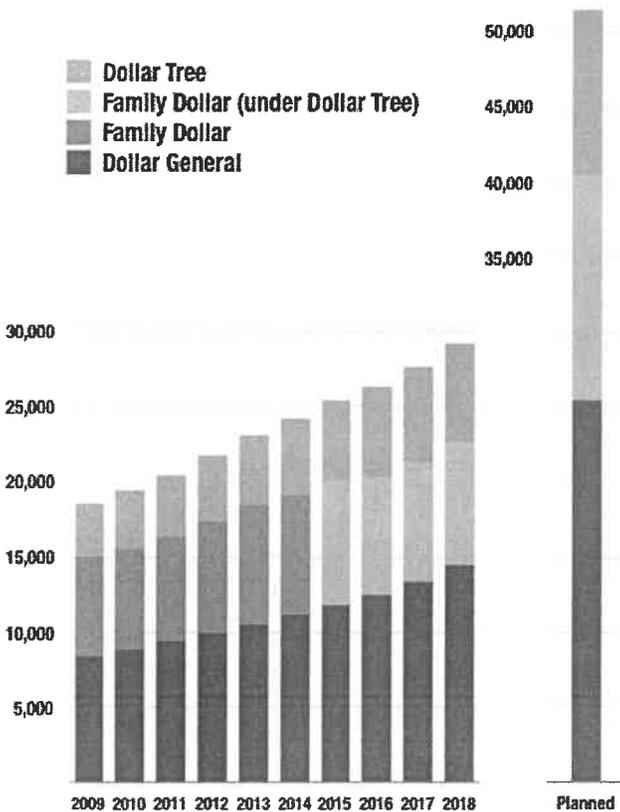
Dollar stores are multiplying rapidly. Since 2011, two dominant chains – Dollar General and Dollar Tree, which acquired Family Dollar in 2015 – have grown from about 20,000 locations to nearly 30,000 total. Both plan to expand even further. In recent annual reports, the two chains indicate they have identified locations for a combined total of 20,000 additional outlets.

While dollar stores sometimes fill a need in cash-strapped communities, growing evidence suggests these stores are not merely a byproduct of economic distress. They're a cause of it. In small towns and urban neighborhoods alike, dollar stores are triggering the closure of grocery stores, eliminating jobs, and further eroding the prospects of the vulnerable communities they target.

The dollar chains have thrived in part by taking advantage of lax land use policies. New dollar stores, which are generally smaller than 10,000 square feet, are often subject to little or no planning review or other permitting hurdles. But communities do have the authority to check their spread – and some are starting to use it.

## Rapid Expansion of Dollar Stores

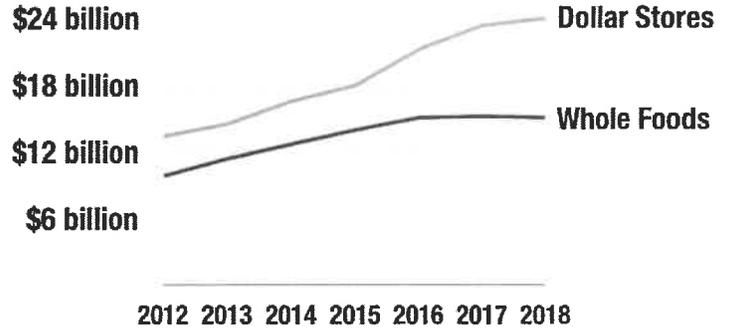
*"Planned" stores are based on "identified locations" as reported by the major dollar store chains.*



Source: Dollar General, Dollar Tree, and Family Dollar Annual Reports

For more information, see ILSR's research on dollar stores

**Although most dollar stores sell no fresh food and only a limited selection of packaged foods, the two major dollar chains are now feeding more Americans than Whole Foods is.**



Source: Chain Store Guide | Note: "Dollar Stores" combines data from Dollar General and Dollar Tree, which owns Family Dollar

## Eliminating Grocery Stores

Dollar stores are taking a toll on grocery stores and, in many cases, reducing people's access to fresh food. In small towns, which are often served by a single locally owned supermarket, a dollar store's arrival typically cuts sales at the supermarket by about 30 percent.<sup>1</sup> In most cases, that's enough to put a local grocer out of business, leaving the community's commercial district without an anchor and negatively impacting other businesses.

In cities, dollar stores concentrate in areas that already have few or no grocery stores.<sup>2</sup> Our research suggests that they often target African American neighborhoods.<sup>3</sup> Their strategy of saturating these neighborhoods with multiple outlets can make it nearly impossible for new grocers and other businesses to take root and grow.

Dollar stores are a poor substitute for grocery stores. A typical dollar store carries no fresh produce, only a limited selection of processed foods. And they aren't necessarily less expensive. Packaged in single-serving quantities, their food offerings have lower price points, but are often more expensive per ounce.<sup>4</sup>

*"What the dollar stores are betting on in a large way is that we are going to have a permanent underclass in America."<sup>5</sup>*

– Garrick Brown, retail analyst, Cushman & Wakefield

## Fewer Jobs and Lower Wages

Dollar stores employ fewer people than the grocery stores they eliminate. Dollar General outlets have a nine-person staff on average, while small independent grocery stores employ an average of 14 people.<sup>6</sup>

Dollar store jobs are not only fewer in number but also low-wage and low quality. Employees are monitored intensely and subject to a “web of contradictory work policies.”<sup>7</sup> Store managers earn a salary of about \$40,000 but must work long hours without overtime. Court records reveal that dollar chains frequently face class-action lawsuits for violating fair labor laws, typically paying millions to settle such suits out of court.<sup>8</sup> These companies also lean heavily on taxpayers to subsidize their employees’ healthcare.<sup>9</sup>

## Left-Behind Places

Dollar stores worsen inequality by extracting wealth from vulnerable communities, leaving them to fall further behind.<sup>10</sup> As dollar stores multiply, they’re contributing to a growing disparity between communities that have access to fresh food and healthy local economies, and those who do not.

“The jobs, tax dollars, and even any profits generated from a local grocery store go back to community,” David Procter, Director of the Rural Grocery Initiative at Kansas State University, explains. “Profits from Dollar General are going back to their corporate office, not to the community.”<sup>11</sup>

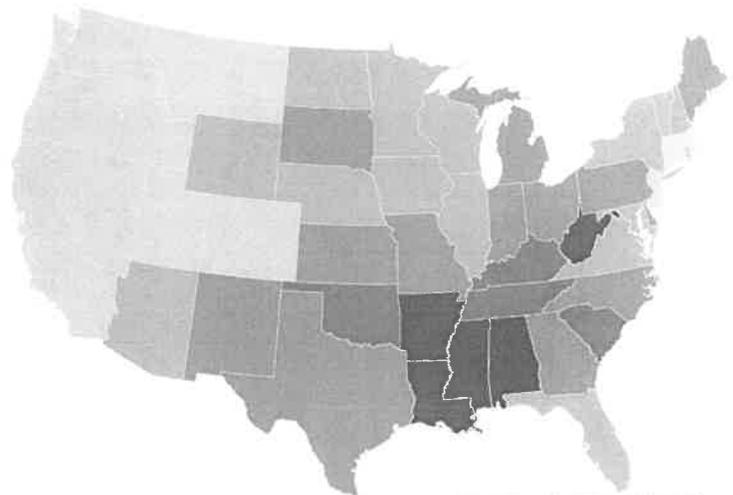
“When dollar stores are able to proliferate – in poor, black, and brown communities – it makes it more difficult for grocers to come and survive.”<sup>12</sup>

– Vanessa Hall-Harper, City Councilor, Tulsa, Okla.



## Dollar Stores by State

Dollar General, Dollar Tree, and Family Dollar locations, per 10,000 Residents



Source: Dollar General and Dollar Tree 2017 Annual Reports

0 0.5 1.0 1.5 2.0 2.5

## What Your Community Can Do About Dollar Stores

- **Set Limits on Chains** – Cities and towns have authority to adopt “formula business” ordinances that place limits on the ability of chains to open new locations.<sup>13</sup> These ordinances apply to dollar store chains and they’ve been enacted in dozens of cities and towns.
- **Adopt a Dispersal Policy for Dollar Stores** – Cities can adopt dollar store dispersal restrictions to reduce the growing concentration of these stores.<sup>14</sup> Leaders in Tulsa, Okla., amended the city’s zoning code to require new dollar stores be no less than one mile from existing stores in North Tulsa, one of the city’s hardest-hit food deserts.
- **Strengthen Planning Review Polices** – Cities and towns can elect to designate particular retail uses, including “small box discount stores,” as conditional uses. This means that these stores must undergo a review and meet certain conditions before they are permitted to open. These conditions can include economic impact criteria.<sup>15</sup>
- **Expand Financing for Locally Owned Grocery Stores** – One of the biggest barriers entrepreneurs face in starting new grocery stores is securing a business loan.<sup>16</sup> Programs such as the Pennsylvania Fresh Food Financing Initiative, which supported more than 80 grocery store projects, can incubate new stores in underserved areas.<sup>17</sup> Funding for new financing programs could come from eliminating tax incentives for chain stores, dollar stores included.<sup>18</sup>
- **Make Your Voice Heard** – Everyday people are organizing campaigns to raise awareness about the threats dollar stores pose to their communities. As Tulsa developed its ordinance, hundreds of residents attended meetings and submitted formal comments; some organized protests of new dollar store development. Their actions led not only to local policy wins but also focused national attention on dollar store impacts and inspired other communities to act.

**ENDNOTES** 1. Sales drops of roughly 30% have been reported in numerous accounts of small-town grocery stores after a Dollar General opens. See, e.g., “Where even Walmart won’t go: how Dollar General took over rural America,” C. McGreal, *The Guardian*, Aug. 13, 2018 2. “Dollar Days: How Dollar Stores Are Growing In A Weak Economy,” A.T. Natunewicz, *Colliers International*; “Disparities and access to healthy food in the United States: A review of food deserts literature,” R.E. Walker, C.R. Keane, & J.G. Burke, *Health & Place*, 2011, 16(5): 876-884 3. “Dollar Stores Are Targeting Struggling Urban Neighborhoods and Small Towns. One Community is Showing How to Fight back,” M. Donahue & S. Mitchell, *ILSR*, Dec. 2018 4. “Dollar stores are thriving – but are they ripping off poor people?” J. Eskenazi, *The Guardian*, June 28, 2018 5. “Dollar General Hits a Gold Mine in Rural America,” M. Frazier, *Bloomberg Businessweek*, Oct. 11, 2017 6. Dollar General. 2018 Annual Report; U.S. Economic Census. 7. “Employees or Suspects? Surveillance and Scrutinization of Low-Wage Service Workers in U.S. Dollar Stores,” T.L. Vargas, *J. of Labor & Society*, 2017 8. “Join The Booming Dollar Store Economy! Low Pay, Long Hours, May Work While Injured,” D. Jamieson, *The Huffington Post*, Aug. 29, 2013 9. “New Data Show How Big Chains Free Ride on Taxpayers at the Expense of Responsible Small Businesses,” S. Mitchell, *ILSR*, 2013 10. “What Dollar Store Locations Reveal About America,” R. Florida, *CityLab*, Feb. 2012; “The Growing Inequality Between America’s Superstar Cities, and the Rest,” R. Florida, *CityLab*, Nov. 2018 11. See supra note 3. 12. *Ibid.* 13. See “Formula Business Restrictions,” *ILSR* 14. See “Dollar Store Dispersal Restrictions,” *ILSR* 15. See “Economic Impact Review,” *ILSR* 16. See “Access to Capital for Local Businesses,” *ILSR* 17. “Pennsylvania Fresh Food Financing Initiative,” S. Mitchell, *ILSR*, 2010 18. See “Banning Public Subsidies for Big Retailers,” *ILSR* | PHOTO CREDIT Councilor V. Hall-Harper (top right) – *Vice News*, April 7, 2018.

# Retired and Looking for Part-Time Work? Low-Paying Stores You'll Want to Avoid Like the Plague

• [Karen Bennett](#)

• December 09, 2017

The holiday season is the perfect time to find a part-time job, especially if you're retired. But not every retail store offers a fair wage. [Retail sales and cashier positions often require patience](#) and the ability to stay cool in stressful situations. Nevertheless, these employees are among the lowest-paid earners in America. Knowing this, it's wise to take the time to research prospective retail employers before you apply.

The average full-time cashier earns \$414 per week, according to [24/7 Wall Street](#). Based on a 40-hour work week, this comes out to earnings of \$10.35 per hour. The retail sector employs 13% of all U.S. workers paid at or below minimum wage.

Before you apply for retail holiday jobs – or permanent work – it's important to know which stores to avoid, and of course, which ones to target in your job search. **We'll start out with employers retirees may wish to avoid, for they are known for paying the least.**

*Next: Find out which retailer pays the least.*

## 1. Dollar General

Dollar General has the lowest average pay. | Justin Sullivan/Getty Images

• **Average sales associate salary:** \$7.87 per hour

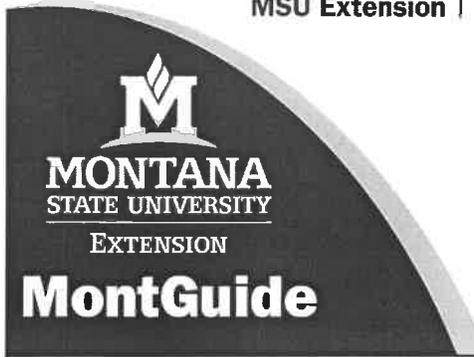
A study was highlighted by [Business Insider](#) in May which illustrated the best- and worst-paying retailers in America. One of the lowest-paying retailers was Dollar General. Based on Glassdoor reports, the typical sales associate earns \$7.87 per hour, although salary for the position could range from \$7 to \$9 per hour. Overall, employees rated Dollar General almost three of five stars on Glassdoor.

Low salaries aside, one positive aspect of working for Dollar General, however, just might be job security. Instead of closing stores ([like many retail companies are doing](#)), the retailer plans to continue opening locations across the country. The chain employs about 121,000 people nationwide and [planned to hire 10,000 more employees](#) in 2017. Those jobs, however, will be mostly low-wage ones. (Salaried managers at Dollar General stores can earn \$40,000, but that often includes long hours without overtime compensation.)

# Strategic Visioning for Community Development

By Paul Lachapelle, Community Development Specialist, and MSU Extension Agents Katelyn Andersen, Ravalli County, and Wendy Wedum, Cascade County

**Strategic visioning is used by communities to identify future goals and work collectively to address community development needs. This guide provides an overview of the benefits of strategic visioning, situations appropriate to apply the techniques, and the steps to plan, implement and evaluate a visioning process.**



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## What is Strategic Visioning?

Strategic visioning is a process in which community members discuss past and present community issues, determine positive qualities and assets, identify future goals, design a plan for the community, carry out a series of actions, and evaluate the outcomes. A strategic visioning process provides a framework to identify community core values and assets, describe overall goals, and determine specific objectives and strategies that assist with community decision making. The process outlines what a community could be or should be like in the short and long-term future. Through collective dialogue and reflection, strategic visioning has the potential to lead to community action by creating a “road map” to the future.

## What are the Benefits?

Visioning brings community members together to discuss past trends, evaluate present realities, and determine their common future. The process gives members of a community the opportunity to explore new ideas and encourages community members to lay out options, discover creative and innovative ideas, and focus on the positive aspects of the community. The purpose of strategic visioning is to:

- Encourage and engage diverse citizen participation
- Develop a shared community plan for the future
- Advance the capacity of community organizations and partnerships
- Expand the leadership base

- Strengthen individual skills
- Collectively identify and analyze what is important to the community
- Make better community decisions
- Use resources more effectively
- Build trust, improve communications, and encourage productive teamwork and relationships
- Focus on positive community change

## When is Visioning Needed?

The process of strategic visioning can be helpful if a community wants to be proactive in future planning or if there is confusion, misunderstanding or hostility in a community about goals, strategies or issues. Community visioning can include topics such as education, safety, economic prosperity, and senior and youth issues. Visioning is often challenging if the community is divided or unable to engage in dialogue because of past or present conflict. Challenges can also result from poor leadership or when those in positions of power are not supportive of the process or outcome. Most importantly, strategic visioning is needed when past visioning statements and related action plans are incompatible, conflicting, outdated, or simply do not meet the current needs of the community.

## The Visioning Process

There are generally five steps to a visioning process which each include specific actions and tasks.

**TABLE 1: The Five Steps of Strategic Visioning**

| Visioning Step                  | Action                | Description                                            |
|---------------------------------|-----------------------|--------------------------------------------------------|
| STEP 1: Where are we now?       | Inventory             | Find descriptive data; Identify values                 |
| STEP 2: Where are we going?     | Trends Analysis       | Gather trend data; Determine possible future scenarios |
| STEP 3: Where do we want to be? | Vision Statement      | Identify preferred future                              |
| STEP 4: How do we get there?    | Action Plan           | Determine actions that support vision statement        |
| STEP 5: Are we getting there?   | Implement and Monitor | Implement plan; Monitor indicators                     |

Source: Ames (2006)

### ***STEP 1: Where are we now?***

The first step to a community visioning process is to create a community inventory that includes important data on the social, economic and environmental aspects of a community.

Start with community meetings or focus groups that generate statements about core values, key standards and specific strategies that will help to define the vision for the community's future. The Asset Inventory and Mapping process provides an opportunity for broad public participation. Survey the community to discover important values, attitudes, beliefs, and knowledge. This information can be compiled into a community profile to better understand your current community situation.

#### **ASSET INVENTORY AND MAPPING**

In this approach to community visioning, assets include any item or characteristic of value in a community, and mapping helps identify how the assets are connected. The Asset Inventory and Mapping (AIM) process engages individuals by asking questions and focuses on the positive attributes of a person, a situation, a resource, or the community as a whole. The process concentrates on what is working well, rather than trying to fix what does not work. Instead of focusing on what is lacking, AIM identifies, links, and enhances the core strengths of the community. It is particularly helpful for the community trends analysis and in creating the vision statement. Several key principles when using AIM for visioning:

- Communities change in the direction in which they ask questions; positive questions lead to positive changes.
- With AIM, communities will discover more of what is good. The process is meant to engage the entire community in a discovery of "what is working well around here?"
- People have more confidence to make changes and move into the future (the unknown) when they carry forward parts of the past (the known). Focusing on the positive aspects of the past can lead to a positive future.
- It is important to value differences in ideas, opinions, and assets because these differences are a key part of the visioning process.

*Source: Kretzmann & McKnight (1997)*

### ***STEP 2: Where are we going?***

The next step is to create a trends analysis. First, organize the data collected in Step 1 to determine trends that happened in the past and appear to be continuing in the present. Use the trends analysis to construct probable scenarios or events that are likely to continue. The analysis should be based on factual data to avoid controversy and to better understand where there may be missing data. The trends analysis can be organized using the Community Capitals Framework.

#### **THE COMMUNITY CAPITALS FRAMEWORK**

The Community Capitals Framework can be used in all of the visioning steps but is very important when looking at trends. The framework helps to better understand how investments within a community exist, interact and compliment each other. Within each community, there are various assets or capitals that contribute to the potential of a community to develop and prosper. Capital in a

community is the stock of accumulated goods and services available at any given time; it is the net worth or value of all of the tangible and intangible items in a community. A community can invest in these goods and services with the hope of increasing the worth of overall community capital.

The community can identify key elements related to the following seven community capitals:

- Financial capital includes the fiscal resources available to invest in community capacity-building. This includes supporting business development, encouraging civic and social entrepreneurship, and accumulating wealth for future community development.
- Political capital reflects access to power and power brokers, such as local, county, state, or tribal government officials, or leveraging resources with a regional company.
- Built capital is the community infrastructure such as telecommunications, industrial parks, water and sewer systems, and streets/roads.
- Natural capital refers to environmental assets (natural resources and amenities) such as parks, farm land, and features of the landscape.
- Cultural capital reflects the way people act and interact, and the values, rituals, customs, and habits that are shared and practiced.
- Human capital includes the skills, abilities, and educational potential of people in a community, and the ability to access outside resources. It also addresses the leadership capacity of a community to be inclusive, participatory and proactive in shaping the future.
- Social capital reflects the connections between people and organizations and involves the ties that create and maintain trust, reciprocity and networking.

*Source: Flora & Flora (2008)*

### ***STEP 3: Where do we want to be?***

With an inventory and framework established, the community should come together to craft a vision statement describing how the future will look when the community achieves its objectives and reaches its goals. The first draft should organize recurring themes that have appeared from the inventory and mapping and trends analysis and any community surveys that were collected. The community may decide that this draft will first be organized by a smaller group of individuals, such as a steering committee.

The vision statement should be brief but detailed about significant attributes of the community, environment, people, and culture; it should describe a clear picture of the preferred future. Look for community efforts including vision statements and strategic plans from the past, as these may be helpful jumping-off points.

#### **THE VISION STATEMENT**

The vision statement is the mission of the community and the benchmark or standard by which change is measured. The statement is a critical aspect of the visioning process and should be done deliberately and with as much cooperation from the community as possible. The statement should briefly address the following questions:

- What is important in our community? Is it the geographic location, the culture, the history, etc?

- Who are we as a community and what makes our community unique? What do we want our community to be known for? What are the unique features of the area? Ask the fundamental question, “What is our story?”
- What is our desired future? What is our dream for the future if we had all the resources available to us? Think about the “what if” portion of the statement.
- What attributes should be enhanced? What do we do well and how can we continue on this path?
- What do we want our community to be, or look like in the future?
- How would others describe our community? How do we want others to describe our community?
- What parts of our community do we want future generations to enjoy, remember and appreciate?

---

#### **STEP 4: How do we get there?**

This step is the action planning phase that contains specific actions and strategies that support the vision statement.

Create a specific action plan that details the following:

- What is the desired outcome of the plan?
- Who is responsible for accomplishing specific tasks in the plan?
- How detailed is the timeline to meet the objectives?
- Is the budget realistic and are there commitments from funding sources?
- How will the plan be implemented?

#### **STEP 5: Are we getting there?**

The final step involves implementing, monitoring and continuously evaluating the action plan to ensure that the plan is being carried out with the intended consequences. In order to effectively monitor and evaluate the plan, identify key indicators so that the community knows objectives are being met. It is critical that the entire community understand the many characteristics of indicators since it is often difficult to determine the qualities of a good indicator.

#### **USING INDICATORS TO EVALUATE ACTION PLANS**

An indicator is like a yardstick to measure how well an action plan is being carried out and whether the goals of a strategic vision are being met. Good features of indicators can make it easier to measure the progress of a community visioning process.

There are eight desirable characteristics of an indicator:

- *Measurable*: Indicators can be counted to measure change over a given time period. For example, “there were 15 new jobs created in the renewable energy sector in the last two years.”
- *Reliable*: Indicators should be measured precisely and accurately. If it is reliable, it should also be repeatable and can be measured accurately by different people. For example, changes in the number of new jobs over a given period of time is a reliable indicator since the jobs can be counted and are an observable fact by anyone.

- *Cost-Effective*: Indicators should be cost-effective, generally using simple equipment and techniques. A measurement that takes a long time to acquire or is expensive is not likely to be analyzed over the long-term. An example is a short survey asking business owners about economic trends and job opportunities.
- *Significant*: Indicators must relate to conditions or features that are important to the visioning process. For example, the community is concerned with attracting new businesses and with identifying jobs that may result from them.
- *Relevant*: The relevancy of the indicator refers to the types of changes from visioning-related activities. For example, did the change in employment opportunities result directly from the visioning process and action plan, or was there another cause for the change?
- *Sensitive*: Indicators can serve as an early warning sign of change. For example, an action plan may call for the creation of five new jobs in a certain sector, and the plan should outline exactly how to create the jobs.
- *Efficient*: Indicators are most efficient if they represent broader conditions and reduce the total number of items that must be monitored. For example, measuring an increase in employment in one sector of the service industry, such as the number of motel staff, may reflect changes in other sectors, such as the revenue stream of the motel, without having to directly measure those changes.
- *Responsive*: The indicator being monitored should be responsive to change. If for example, the community is interested in increasing the number of jobs in the renewable energy sector, there should be a market for those jobs and the potential to create those opportunities.

*Source: Phillips (2005)*

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## **How Does our Community get Started?**

Timing is an important first step for community members to determine if the community is ready to begin. Members of the community should ask, “Do we have an existing strategic vision that is adequate and accurate? Do we have community support to begin and carry out a visioning process? Do we have the leadership and resources (time, funds) to conduct strategic visioning?”

It is essential to identify key individuals who are willing and able to commit to planning, coordinating, implementing and monitoring the visioning process. These individuals should be part of a steering committee, providing leadership throughout the process. All aspects of visioning, including the duties of the steering committee, should be inclusive of all members of the community, involve a diversity of sectors (youth, elderly, socio-economic, geographic location), and be readily available so that data and plans are accessible and promoted. It is critical to obtain the approval of community partners. Partners may include elected or appointed officials, community business leaders, clergy, school administrators, teachers, and civic organizations.

As the community begins the process, it is important to promote and discuss the intentions, processes and outcomes with the public. Effective communication is critical to a successful strategic vision process. Throughout the process,

be proactive and involve all community members, encourage a diversity of viewpoints, and make information available in all stages of the visioning process. The following should also be considered at the early stages of the visioning process:

- Identify a community coach or find a facilitator who is seen as neutral
- Set up a steering committee and groups of volunteers
- Actively seek out diverse representatives of the community (age, socioeconomic status, new and long-term residents, etc.)
- Organize community discussions; offer dialogue sessions at various times and meeting locations to reduce barriers
- Coordinate a corresponding leadership capacity-building program for all sectors of the community
- Get commitment of resources (time and money) for participation in all steps of the process
- Communicate effectively on the process and outcome and be transparent in providing information at all steps.

Strategic visioning requires strong leadership in order to sustain the momentum of the project and reach an end result that is satisfactory to everyone. The development of a community vision can be a lengthy and time consuming process. It can be difficult not only to recruit and engage the community but to keep individuals invested throughout. In order for strategic visioning to be successful, it requires the process be organized, focused, and well-managed. It also requires the community to be actively engaged, eager for dialogue and change, and concerned about its future.

Regardless of how a community undertakes strategic visioning, the process will likely lead to enhanced trust, increased skills, knowledge and abilities of community members, improved communication and relationships, and a sense of responsibility and teamwork. More importantly, strategic visioning can produce an outcome that will result in positive actions and sustainable healthy communities with enhanced social, economic and environmental changes that can last for generations.



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## TASKS OF A COMMUNITY COACH

The use of community coaches is becoming an important component in responding to community change. Community coaches do not provide answers; they support capacity-building by helping community members learn from one another and from drawing on their own experiences to help the community find solutions. The coach can reside in or outside the community; they can be paid or unpaid; they can be professional community development practitioners or a new resident who is invested in the welfare of the community.

Key tasks of a community coach include:

- Helping groups see the bigger picture by continually enlarging and clarifying questions and issues.
- Identifying, modeling and illuminating collaborative practices and the value of collaboration.
- Helping teams understand groups that might be potential partners and tying these to the strategic focus.
- Asking clarifying questions about how opportunities relate to the core purpose and current priorities of the community.
- Helping the community to see, discuss and determine what is doable at the intersection of projects, resources and budgets.
- Defining, synthesizing and communicating strategic considerations.
- Identifying and highlighting key learning opportunities leading to new relationships drawing in participants across geography, race, education and income differences. *Source: Emery, Hubbell & Polka (2011)*

## References

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File under: **Business and Community Development**  
**(Community Planning)**  
**New August 2011 500-811SA**



## Creating a Community Vision

This page provides general guides about developing a vision statement, and includes sample local government vision statements and processes.

### Overview

Community visioning is the process of developing consensus about what future the community wants, and then deciding what is necessary to achieve it. A vision statement captures what community members most value about their community, and the shared image of what they want their community to become. It inspires community members to work together to achieve the vision. A thoughtful vision statement is one of the elements needed to form a forward looking strategic framework that gives councils or boards the long-term-comprehensive perspective necessary to make rational and disciplined tactical/incremental decisions on community issues as they arise. Community vision statements are typically crafted through a collaborative process that involves a wide variety of community residents, stakeholders and elected officials.

As Yogi Berra would say:

"If you don't know where you are going - you might end up someplace else."

### Guides

- [The New Oregon Model - Envision - Plan - Achieve](#), by Steve Ames, Journal of Futures Studies, 11/2010 - Good brief about the classic Oregon visioning model.
- [Shaping Washington's Growth Management Future: Citizen Participation and Community Visioning Guide](#), Washington State Department of Commerce, 2008 - Part B briefly describes visioning approaches and four Washington local government examples.
- [Planning for the Future: A Handbook on Community Visioning](#), The Center for Rural Pennsylvania, An Agency of the Pennsylvania General Assembly, 2006 - Well organized guide outlines a suggested process, elements of success, and lessons learned. Also provides sample workshop agendas, announcements, checklists and other materials.
- [Community Visioning Handbook: How to Imagine - and Create - a Better Future](#), Maine State Planning Office, 2003 - Particularly thoughtful visioning guide. Nice explanation of "why vision?" useful "how to" steps and public workshop instructions, tips and exercises.
- [Community Visioning and Strategic Planning Handbook](#), The National Civic League, 2000 - Still useful guide lays out the framework of the successful community planning processes used by the National Civic League and others across the country.

### Vision Statements

#### Concise Statements

- Kitsap County [Mission and Vision Statement](#)
- Lakewood [Vision Statement](#)
- Lynnwood [Moving Forward](#) - Our Community Vision (Includes a description of the visioning process)
- Renton [2013-2018 Vision, Mission, Business Plan](#)
- Snoqualmie [Vision 2032: Comprehensive Plan Update: Vision Central Theme](#) - Brief vision statement with four core components

#### Expanded Vision Statements

- **Bothell Road Map**
- Redmond [Comprehensive Plan 2030: Goals, Vision and Framework Policies](#)
- Shoreline [Vision 2029](#) - Vision statement celebrates diversity and sustainability. Note also the Shoreline speaker series helped generate ideas in advance of Shoreline's vision process.

### Vision Statements Focused on Specific Service

- Camas [Parks and Recreation Vision Statement](#) - Great example of park and recreation vision statement that captures the department's full value to the community.
- Hoquiam [Phase 2 Economic Development Strategic Action Plan: 2008-2012](#) - Vision for economic development that recognizes the value of collaboration and quality of life factors in addition to traditional economic development strategies.

## Visioning Processes

### Washington Cities

- Lynnwood [Moving Forward: Our Community Vision](#), 2009 - Great description of what visioning is all about, and of Lynnwood's impressive visioning outreach process.
- Mountlake Terrace [A Vision for the Mountlake Terrace Town Center](#), 2009 - Community roundtable meetings, developer forum, community design workshops, and open houses held to involve citizens in creating an economically healthy and revitalized town center.
- Sequim [120 Visioning Open House](#), 2012 - Each workshop accommodated approximately 75 people and included a variety of interactive activities including: "pulse pad" values statement opinion polling; futures mapping; a take-home "word cloud" questionnaire; and an activity focused on transportation values/priorities.

### Washington Counties

- Grays Harbor County [Grays Harbor 2020: The Course is Charted!](#) - Includes link to Grays Harbor Vision 2020 Status Report & Action Plan, 2009 - Collaboration involved many partners, and thousands contributed ideas. Well publicized effort - newsletter, forums, speakers bureau, newspaper, TV and radio press coverage including NPR. Status report demonstrates significant progress which is key to maintaining momentum in accomplishing vision. 2010 Governor's Smart Communities Award.
- Skagit County [Envision Skagit 2060](#) - Citizen Committee Final Report & Recommendations, Governor's 2012 Smart Vision Award. Citizen's committee held listening sessions over the course of 10 months with a variety of groups including the agricultural community, Spanish-speaking community, and youth.

### Other States

- Beaverton, OR [Community Vision](#) - Multi award-winning visioning process involved more than 5,000 citizens who shared their aspirations for the future in six languages through events, surveys, forums and other venues. More than 100 community priorities comprise the plan, which 60 community organizations are helping to implement. Includes video and PowerPoint presentation. Less than a year following its adoption, the Community Vision has led to a number of accomplishments including city adoption of the Beaverton Civic Plan, the development of a proposed Urban Renewal Plan, a new Downtown Association, and an International Festival.
- Golden, CO [Community Plans: Golden Vision 2030](#) - One of a number of Orton Family Foundation funded "Heart and Soul" visioning processes. Scroll to section which includes links to the Golden Vision 2030 Final Report, a document detailing community input.
- Hillsboro, OR [Vision 2020](#) - Multiple award-winning program

Last Modified: December 18, 2018

Nathan and Roberta Reed  
1205 South Parton Street  
Santa Ana, California 92707

City of Scio  
AUG 12 2019  
30957 NW 1st Ave

Submitted  
by Kattina  
Chouse at  
Council Hearing  
5 pages  
(in)

August 11, 2019

Scio City Council  
Post Office Box 37  
Scio, Oregon 97374

**RE:** File 2019-03 – Comprehensive Plan Map and Zone Change – 38848 South Highway 226  
Proposed Dollar General Store

Dear Members of City Council:

As you may know, we are the owners of the Joseph Wesely House at 38791 Highway 226. We provided written comments regarding the above-referenced project at the time of the Planning Commission Public Hearing, and we are aware that they have been made a part of the public record. We would like to thank the City of Scio for ensuring that our concerns were heard.

We do, however, want to provide follow-up comments since the project is now before the City Council for consideration. We understand that the matter before the council is the comprehensive plan map and zone change, and not actually the approval of the Dollar General project itself. However, given that the staff report itself contains information related to the actual project (especially in the applicant's letter dated July 11, 2019) we believe that this makes some discussion of the actual project "fair game." In addition, because we do not live in town and are unable to be at these hearings in person, it is far more difficult to provide timely comments as each stage of this project progresses.

We remain opposed to the comprehensive plan map and zone change for all the reasons stated in our letter dated June 21, 2019 which was made part of the public record on June 26, 2019. Our review of the staff report and staff recommendations have not revealed anything further to persuade us that this is a wise decision. On the contrary, based on some of the information provided and conclusions in the staff report, if anything, our concerns have increased.

**Lack of Support for the Project:**

Aside from city staff and planning commission recommendations, the staff report does not contain one letter of support for this project. While I realize that opposition tends to be more vocal than support, the fact that **no one** has spoken in favor of this project warrants careful consideration before supporting this project. Is this lack of support an indication of the lack of future support of the store itself?

We realize that many of the comments in opposition to the project come from residents and property owners outside the city limits. While city residents should have greater influence on the projects that are proposed in their city limits, we also realize that for a small town, the greater community is crucial to

Page 2

Comments from Nathan and Roberta Reed – August 11, 2019

File 2019-03 – Comprehensive Plan Map and Zone Change – 38848 South Highway 226, Proposed Dollar General Store

the success of businesses in town. A business, even a corporate entity like Dollar General, will not succeed if the greater community does not support it.

**Parking Variance:**

The proposed zone change includes a variance to decrease the number of parking spaces from 45 to 28, approximately a 40% decrease in the requirement. If you review project submittals in other communities, this parking variance seems to be a standard mode of operation for Dollar General. It is argued that the length of time customers spend at a Dollar General is short (around 15 minutes), and thereby does not dictate the need for larger numbers of parking spaces. We ask if the following has been taken into consideration:

- Has it been verified that a lesser number of parking spaces is justified?
- In the event that the parking lot is filled, where is the overflow parking going to go?
- Note that the number of spaces provided must include parking for employees as well as customers.
- Does this number include handicapped parking spaces, which are not available to all customers, and would thus decrease the number of available spaces available?
- In the event that Dollar General chooses to cease operations in Scio, will the reduced number of parking spaces impact other future opportunities on the site, limiting future opportunities for the site?

**Scio Lacks a General Merchandise Store:**

The staff report states in Section 9.3 on page 20 that Scio does not have a general merchandise store. We would like to understand how a “general merchandise store” is defined. We are of the belief that the grocery store, hardware store, and feed store, as well as some of the other small businesses in town, largely cover the majority of the items provided in a “general merchandise” store.

**Support of Small Businesses:**

On page 24 of the staff report, it states that “the Planning Commission acknowledged the difficulty in succeeding as a small business in a rural community and that the proposed Dollar General may add competition but protecting existing businesses from competition is not a criterion in the City’s decision.”

We vehemently disagree with this conclusion. Page 145 of the Comprehensive Plan states that the Scio Commercial District has the following competitive advantages: Small business anchors and local businesses that offer convenient services. It further states that “the strong customer service orientation of local business owners is a strength.”

Page 3

Comments from Nathan and Roberta Reed – August 11, 2019

File 2019-03 – Comprehensive Plan Map and Zone Change – 38848 South Highway 226, Proposed Dollar General Store

Furthermore, Policy ED-1 of the City of Scio's Goals and Policies (page 153) is "to diversify the local economy by supporting small business development and expansion of retail, professional, personal, and hospitality services in Scio."

We are baffled by page 24 of the staff report which states that the project is consistent with Goal ED-1. Part of small business development is supporting small businesses that currently exist and helping them to expand. To state that protecting existing (small) businesses from competition is not a criterion for this decision largely, if not completely, ignores Goal ED-1. Small businesses, particularly in small towns, are the backbone of American business, yet they are in crisis across America and struggling to survive. Goal ED-1 in the Comprehensive Plan seems to recognize that issue as well as the necessity to support small businesses, which is good for the health of small towns. Thus, stating that protection of these existing small businesses is not a criterion in the City's decision is not only an incorrect interpretation, it is, in our opinion, unconscionable.

  
**Comments on Dollar General Letter Dated July 11, 2019:**

We would also like to comment on some of the statements made in the July 11, 2019 letter from Haymes Snedeker on behalf of Dollar General:

- His letter states: "Research indicates the proximity of a Dollar General and local grocery store provides a complementary shop to customers." We would be interested in the source of this research. Please see our June 21, 2019 letter (part of the public record) that provides three **cited** references that state that the existence of a Dollar General store has a direct negative impact on local grocers and small retailers.
- The employee benefits listed in the letter include "telemedicine health coverage on day one" but does not mention health insurance coverage. Telemedicine coverage refers to "the practice of caring for patients remotely when the provider and patient are not physically present with each other." The reference to telemedicine and the lack of reference to health insurance coverage indicates to us that most Dollar General employees do not work enough hours to qualify for mandated health care coverage and therefore it is not provided to them. While telemedicine is certainly better than nothing, it certainly is not of the same caliber as actual health care coverage.
- The letter states that Store Associates can, on average, be promoted to Assistant Store Manager within a year. While it is possible that Dollar General's training program is so successful that new employees can advance to management in less than a year, we suspect that the reason for rapid promotion is more likely due to a significant turnover rate in employment, rather than successful training programs and opening of new stores.
- The letter states that Dollar General currently employs 500 Oregonians in their stores. This is certainly commendable, but taking into consideration the fact that there are currently 61 Dollar

Page 4

Comments from Nathan and Roberta Reed – August 11, 2019

File 2019-03 – Comprehensive Plan Map and Zone Change – 38848 South Highway 226, Proposed Dollar General Store

General stores in the state of Oregon, this means that the average number of employees in their Oregon stores is about 8 people. Page 20, Section 9.3 on page 20 of the staff report that states that the Dollar General store will add 10-20 full and part time employees to the community. Based on the numbers above, **provided by a Dollar General representative**, this seems to be, at best, exaggerated, and unlikely to become a reality.

It should also be noted that, given that Dollar General stores are open about 98 hours per week (based on store hours in Jefferson) and if our assumption is correct that employees are held to less than 30 per week (to avoid health care coverage), then very few employees are working at any given time.

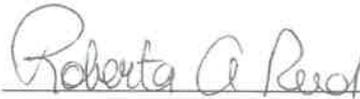
To reiterate, while we support economic development in Scio, we do not believe that this Comprehensive Plan Map and Zone Change, and specifically this project, is a positive change in Scio, in either the short term or long term. We urge you to review the more detailed comments in our previous letter, and to follow up on the information and references provided therein. We love Scio, and the people of Scio, and we look forward to our relocation to the area in four years when we will be able to be more active and supportive of the community, so we are very invested in the decisions that will shape Scio and its greater sphere of influence both now and in the future.

Thank you for the opportunity to review this project. If you require further information or clarification, please feel free to contact us by email at [nathan-roberta@runnells-reed.com](mailto:nathan-roberta@runnells-reed.com) or at our address as listed on this correspondence.

Sincerely,



Nathan K. Reed



Roberta A. Reed, MPA

## Comment Letter on Dollar General Project

---

From: Roberta Reed (roberta@runnells-reed.com)

To: lisapolinskymk@gmail.com; katrinaclouse@yahoo.com

Date: Sunday, August 11, 2019, 09:39 PM PDT

---

Lisa, Katrina:

Attached is our latest comment letter on the Dollar General project. I had not necessarily planned to send a second letter, but I did not realize until last night that the staff report was posted on line this time (last time it was not) and quite frankly some of the information in the staff report upset me! So I couldn't let it go. I know that I am not endearing myself to the powers that be in the City of Scio (and I am pretty happy right now that our property is NOT within city limits!) but I truly think the city is making a big mistake if they approve this one, and it will be detrimental to the community. So...being unable to avoid being a community activist at some level, I had to comment. And sadly, four pages later very little of it has any overlap to the last one.

So...I am copying both of you to hedge my bets to make sure it gets to the city, since I didn't get started in time to actually mail it.

Could one (or both - it makes a statement that we are serious!) of you please make sure a copy get delivered either to the city during business hours or to City Council during the public hearing? Much appreciate it!

And please let me know how things go.

Katrina, on another note, we will be in Scio the week of September 15th. We still need to do lease agreement paperwork. Do you see any reason why we can't wait to do so until then and then do it in person? I figure it is easier that way. If you need anything from us to start prepping in the meantime, please let us know.

Thank you both!



scio-planning-meeting.pdf  
2.6MB

AUG 12 2019

30997 NW 1st Ave

Submitted by  
Mike Scofield  
at Council  
Hearing  
14 pages  
(CM)

August 12, 2019

Mayor Weaver & Members of Scio City Council  
C/o City of Scio  
38957 NW 1<sup>st</sup> Ave  
Scio, OR 97374

Dear Mayor Weaver & Scio City Council Members:

We as the Scio Mainstreet business community are asking you to **deny** the proposal by Hix-Snedeker Development, LLC to amend the Scio Comprehensive Plan Map and Zoning Map to re-designate and rezone a 1.34-acre parcel at 38848 S. Highway 226 in Scio from an Industrial to Commercial plan designation and from a light industrial (LI) zone to a Commercial (C-1) zone.

The proposal as outlined fails to meet several of the criteria as outlined in Scio's Comprehensive Plan. However, as the business community, our main concern is that the proposal does not align with Chapter 9, titled *Economic Development* of Scio's Comprehensive Plan. On page 145 that plan states that, "there are small business anchors: groceries, hardware/building supplies, post office, medical/dental clinics and automotive services" and that "local businesses offer convenient services. The strong orientation of local business owners is a strength." On page 146, the Plan continues by stating, "...city officials anticipate Scio will continue to serve as a local business, education, and service center for Scio area residents with a mix of selected **community-based businesses.**"

The plan later states on page 147, "Locally-owned business development is expected to be a significant part of an expanding economy," and cites internet-dependent businesses, **small storefront retail**, professional and hospitality services that serve the needs of local residents. Goal 9, ED-1 specifically calls to diversify the local economy by **supporting small business development** and expansion of retail, professional, personal and hospitality services in Scio. Goal ED-2 calls for a revitalization of Scio's commercial districts along Main Street and the Hwy 226 corridor through the city. Dollar General, a corporate chain with stores in 44 states does not meet the definition of a small business or a community-based business and therefore approval of the plan is in conflict with the City of Scio's Comprehensive Plan.

Approving the proposal by Hix-Snedeker Development to build a Dollar General in the City of Scio will undermine the ability for Scio to retain its vibrant Mainstreet business community.

There is no doubt that when rural communities lack retail outlets, Dollar Generals provide access to goods for local residents. However, in rural areas across the country there is ample evidence that suggests when Dollar General moves into communities with existing small businesses, those businesses suffer. According to the Institute for Local Self-Reliance, **“Reports from local grocers in numerous communities suggest that it’s typical for sales to drop by 30% after a Dollar General opens.”**

Our Mainstreet business community provides value to Scio as is outlined and recognized in the City of Scio’s Comprehensive Plan. It is well documented that independent retail businesses enhances a community’s capacity to solve problems, creates economic health, enhances livability and contributes significant value to the local tax base. As local business owners, we live in Scio, care about Scio and support our local youth and organizations and are committed to seeing our community thrive. The same cannot be said for a corporate Chain Store with headquarters thousands of miles away that simply sees Scio as an opportunity to extract wealth from our rural economy.

Of all of the businesses, we worry that the Stop & Save grocery will suffer the most economic hardship should a Dollar General move to Scio. Research suggests that local grocers are most harmed by Dollar General. However, all of our retail business stand to lose financially should Dollar General move in and compete for our customer base. In addition to the Stop & Save, we have two additional “*variety*” stores in Scio: The Mercantile and Stultz Bros Feed Store. The local auto parts store will stand to suffer as well.

As small town rural business owners our margins are already razor thin. On Page 147 of the City of Scio’s Comprehensive Plan, it states, “As the economy changes, the community can focus on retaining existing businesses and employers while also taking steps to restructure the business mix by filling the market niches or gaps as they occur.” Dollar General will not be filling any market niches or gaps and instead threatens the existing Mainstreet business community. Changing zoning to accommodate a corporate chain store which competes with our existing customer base and has the ability to leverage economies of scale and undersell our goods will have devastating impacts on our bottom line and is in direct conflict with the City of Scio’s Comprehensive Plan.

We would be remiss if we also didn’t mention that a Dollar General will change the look and feel of our small town. In 2015, the City’s Planning Commission identified our Main Street as having a strong sense of place, with a unique architectural style of the early 20th Century. They listed Scio’s small town atmosphere and Victorian-era charm as creating distinct community ambiance which they deemed as positive assets and a competitive advantage for Scio. As business owners we work hard to invest in the charm and ambiance of our small town

community. A corporate big-box store like Dollar General stands out in extreme contrast to the look and feel of our town and what the Planning Commission considered to be some of our most valuable assets when bringing in tourism dollars to our local economy.

Mayor Weaver and members of the Scio City Council, **we implore you to deny the proposal** by Hix-Snedeker Development, LLC to bring a Dollar General to our community. Not only does this proposal conflict with our city's economic development goals, but we believe it has grave potential to take our city backwards, unraveling our existing small business, retail community. This does nothing to further the economic development goals of our small town.

Sincerely,

  
MIKE SCOFFIELD  
SCIO HARDWARE

 Elizabeth G. Stutz Bros Farm Feed  
 Sabrina Clouse Realty Group  
Sabrina Clouse

  
Harry Singh  
Stop-N-Save

Mike Henry Macro Solutions LLC

Jeff Barth  
Scio Auto Parts  
Michael @ Harbison  
Harbison Plumbing

 Margaret Bowser  
Patricia Gibbons  
Covered Bridge Cafe

Christabeth + Ed Sharp  
Sharp's Animal Supply  
+ Sharp's Little Pig Town  
Kris Stewart  
KS Automotive

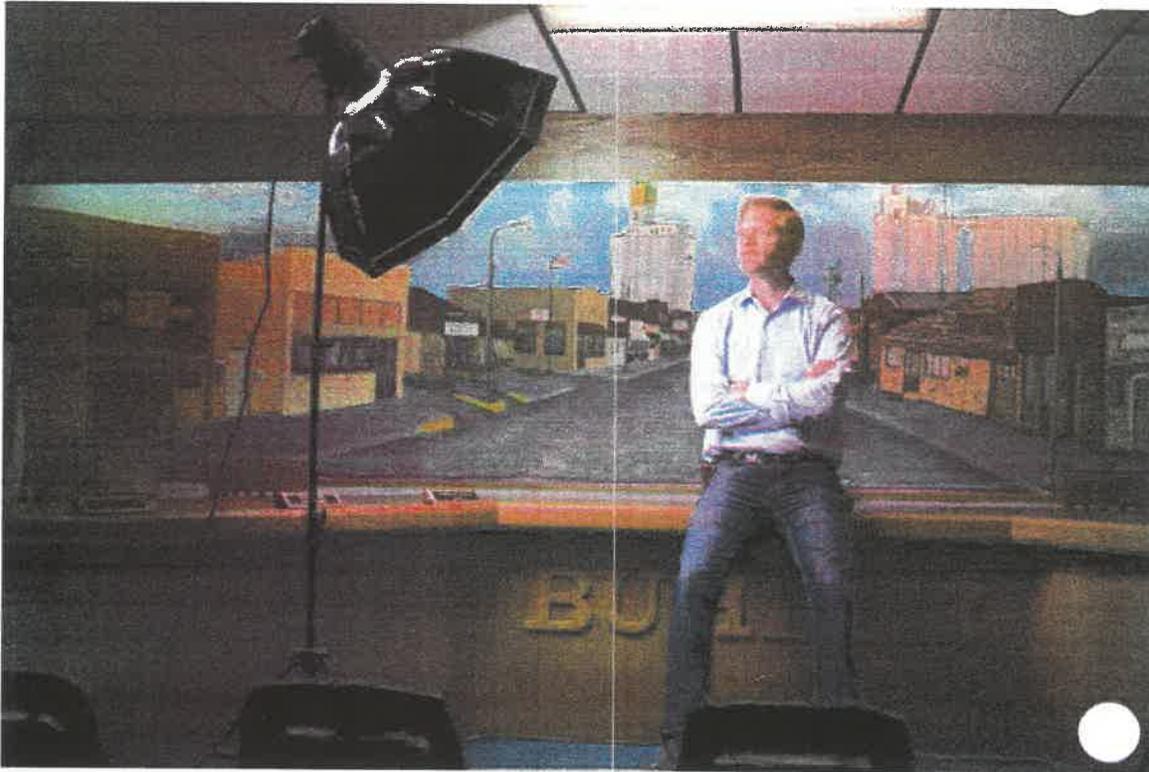
CC: Mayor Chad Wheeler  
Councilor Karen Eckhart  
Councilor Joey Ferguson  
Councilor Tom Gray  
Councilor Tom Meyer  
Councilor Debbie Nuber  
Councilor Dennis Thomas

North mane Salon  
Ter mcdaniel

Army Stewart  
Exquisite Painting FX

Cassandra & Craig Jobs  
Rockys Coffee Corner

  
Attachment C - Page 3 of 14  
SCIO TOWN MERC



**Business**

## Where even Walmart won't go: how Dollar General took over rural America

As the chain opens stores at the rate of three a day across the US, often in the heart of 'food deserts', some see Dollar General as an admission that a town is failing

**Chris McGreal** in *Haven, Kansas*

Mon 13 Aug 2018 06.00 EDT



When Dollar General came to Haven, Kansas, it arrived making demands. The fastest-growing retailer in America wanted the taxpayers of the small, struggling Kansas town to pick up part of the tab for building one of its squat, barebones stores that more often resemble a warehouse than a neighbourhood shop.

Dollar General thought Haven's council should give the company a \$72,000 break on its utility bills, equivalent to the cost of running the

town's library and swimming pool for a year, on the promise of jobs and tax revenues. The council blanched but ended up offering half of that amount to bring the low-price outlet to a town that already had a grocery store.

More on this topic

**Dollar stores are thriving - but are they ripping off poor people?**

“Dollar General are a force. It’s hard to stop a train,” said Mike Alferts, Haven’s then mayor who backed the move. “Obviously there’s been collateral damage. We didn’t expect it. I’m torn but, net-net, I still think it was a good move to bring them in.”

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The Dollar General opened in Haven at the end of February 2015. Three years later, the company applied to build a similar store in the neighbouring town of Buhler, a 20-minute drive along a ramrod straight road north through sprawling Kansas farmland.

Buhler’s mayor, Daniel Friesen, watched events unfold in Haven and came to see Dollar General not so much as an opportunity as a diagnosis.

Friesen understood why dying towns with no shops beyond the convenience store at the gas station welcomed Dollar General out of desperation for anything at all, like Burton, just up the road, where the last food shop closed 20 years ago. But Buhler had a high street with grocery and hardware stores, a busy cafe and a clothes shop. It had life.

As Friesen saw it, Dollar General was not only a threat to all that but amounted to admission his town was failing. “It was about retaining the soul of the community. It was about, what kind of town do we want?” he said.



▲ Buhler, Kansas. Photograph: Kacy Meinecke/The Guardian

Dollar General is opening stores at the rate of three a day across the US. It moves into places not even Walmart will go, targeting rural towns and damaged inner-city neighbourhoods with basic goods at basic prices - a strategy described by a former chief executive of the chain as “we went where they ain’t”.

Advertisement



The chain now has more outlets across the country than McDonald's has restaurants, and its profits have surged past some of the grand old names of American retail. The company estimates that three-quarters of the population lives within five miles of one of its stores, which stock everything from groceries and household cleaners to clothes and tools.

Not everything is to be had for a dollar, but rarely is anything priced above \$10. But there is a cost. Dollar General's aggressive pricing drives locally owned grocery stores out of business, replacing shelves stocked

with fresh fruit, vegetables and meat with the kinds of processed foods underpinning the country's obesity and diabetes crisis.

Dollar Generals are frequently found at the heart of "food deserts", defined by the department of agriculture as a rural community where one-third of residents live more than 10 miles from a grocery store selling fresh produce.

**“We lasted three years and three days after Dollar General opened. Sales dropped and just kept dropping**

That was not what bothered Friesen. He saw construction of a Dollar General more as a statement about the health of his town as a whole than any one of its 1,400 residents.

If Dollar General were to be believed, there was a sound economic benefit for Buhler from one of its stores. This time the company didn't ask the council for money. Instead it sold the promise of prosperity, claiming it would boost the town's coffers with increased sales tax revenues by encouraging residents to shop locally instead of traveling to distant supermarkets for what they cannot find at the grocery store.

Advertisement



Buhler's council called two public meetings in March to gauge the mood of residents and invited Doug Nech, owner of neighbouring Haven's only grocery store, the Foodliner, to speak. Dollar General had driven his shop out of business days earlier.

"We lasted three years and three days after Dollar General opened," he said. "Sales dropped and just kept dropping. We averaged 225 customers a day before and immediately dropped to about 175. A year ago we were down to 125 a day. Basically we lost 35 to 40% of our sales. I lost a thousand dollars a day in sales in three years."

The arrival of Dollar General cost the Foodliner hundreds of thousands of dollars over that time. The foremost challenge was price. The chain has the power of scale in negotiating with foodmakers. Nech discovered the store had done a deal with Campbell's Soup to make a 14.5oz can of chicken noodle soup for \$1.50, the price he was paying wholesale for an 11oz can of the same soup.

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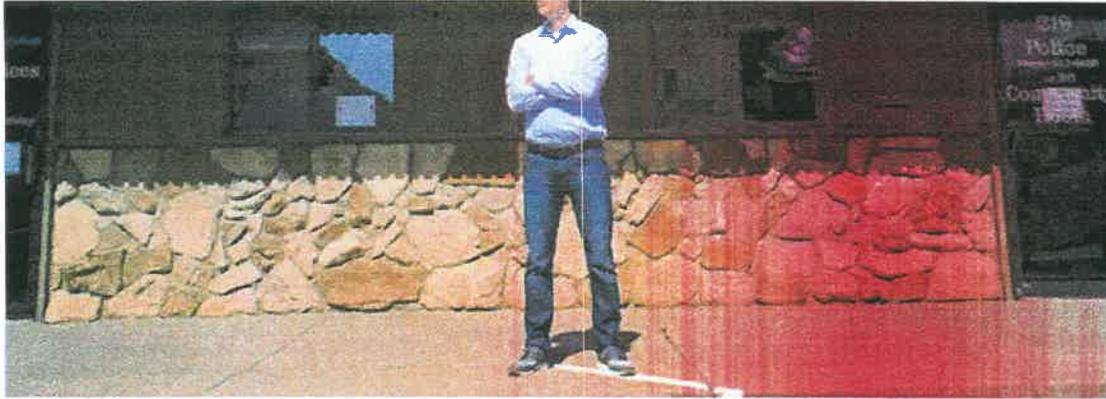
**Here to help  
go right.**

"Dollar General have buying power. There's not a lot of competition at the wholesale level so it's rather difficult and the smaller you are, you pay a higher price for goods whether it's in delivery costs or volume buying or any number of things," he said.

Nech calls Dollar General "a cancer" but reserves his anger for Haven's council for subsidising a hugely profitable corporation to compete against him. He asked the council to cut his shop's utility bill to \$100 a month until the Foodliner received a matching benefit. It refused, saying that Dollar General had taken advantage of a programme to bring in new business while Nech's was long established.

"It's the principle that they gave them money to come to town. I'm kind of conservative. I don't believe in asking government for anything and I damn sure don't believe in asking the government for anything now," he said.





▲ Daniel Friesen in Buhler. Photograph: Kacy Meinecke/The Guardian

Friesen said Nech’s account “scared a lot of people” in Buhler who feared they could lose their own grocery store. The council also took on board what happened in a town an hour north-east of Buhler when a small Walmart moved in, put two grocery stores out of business and then shut down, leaving the town with nothing. “Dollar General, Walmart, any large corporation, doesn’t have the best interests of our community at heart here at all,” said the mayor.

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Buhler’s council was not reassured by Dollar General’s attempts to say that it should not even discuss the store and its potential impact at the planning meetings. The company submitted its application through the developer assigned to build the outlet. The developer sought a change of use for the land from agricultural to retail without specifying what kind of shop it planned to construct. Friesen said Dollar General did not want its name brought up during the council’s deliberations.

“Dollar General were saying this wasn’t an application for a Dollar General, it was an application for a retail store. It could be anything. It could be a clothing store. They didn’t want us to consider some significant issues such as local economic impact,” he said.

The council asked an expert on the impact of cut-price stores from Kansas State University to address the public meeting. David Procter laid out the ways independently owned family businesses generally benefit small communities. "On the average there are about 15 employees in these small grocery stores and Dollar General stores might have five employees. Profits from small-town grocery stores are generally going to stay in that town whereas profits made by Dollar General, a significant percentage of them anyway, are going to the corporate office in Tennessee," he said.

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Procter said many local grocery stores also serve as community gathering places, some of them with delis and seating areas where people have lunch, and offer services such as home delivery for the elderly or infirm. Dollar General, which tends to build spartan shops on the edge of towns to catch passing traffic on main roads, does none of these.

"Grocery stores give more back to the community. They are much more likely to support local sporting teams, local faith-based organisations. Dollar General corporate policy sets a pretty strict limit on how much community giving they provide," said Procter.

Some at the public meeting spoke up in favour of the chain. They liked its long opening hours - most of Buhler's shops are closed on a Sunday - and cheaper prices. But the sentiment was overwhelmingly against the store and an informal online poll of the town's residents came out two to one in opposition. Some people didn't want an ugly building as the gateway to the town.

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A retirement community next to the planned site objected. In the end, people in Buhler decided that although the grocery and hardware stores might cost a little more they were prepared to pay a premium to preserve their community. Buhler has a large brown and yellow sign on the main road into town. It features a cross with an open book suggestive of a Bible. On one page is written “traditional values” and on the other “progressive ideas”.

“There were some who said this is not very progressive to deny a new retail development in the community,” said Friesen. “But there was agreement in the city council that the more progressive thing is to not do what every small community in Kansas seems like it’s doing, just begging for a national retail chain to come in.”

▲ Burton, Kansas, where the last food shop closed 20 years ago. Photograph: Kacy Meinecke/The Guardian

Days after Nech was driven out of business in Haven, Buhler’s council voted unanimously to reject Dollar General. The company’s developer

was not pleased. "I wasn't terribly impressed. They stormed out. They were pretty hot about it," said Friesen.

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In Haven, the former mayor Mike Alferts conceded that the promised financial advantage of Dollar General has largely been lost with the closure of the Foodliner. It is now a fitness centre, with the old grocery store sign still hanging outside. Sales tax revenue for the town rose by more than \$60,000 between the years before and after the Dollar General opened. But the Foodliner alone was collecting around \$75,000 a year in sales tax which is now gone.

On top of that, Nech paid an annual electricity bill of \$37,000, which the city made money on, plus there was the break the council gave Dollar General on its utility bills. It remains to be seen how much business will transfer from the defunct grocery store to the Dollar General but the end result is the Haven's main street is finding it even more of a struggle to survive with the diminished flow of people to pick up groceries.

For all that, while Alferts feels sympathy for Nech, he said the Dollar General is the future. "The Model-T put horses out of business. It's hard to protect existing businesses," he said. "I would still vote for Dollar General. If one state didn't accept the Model-T it wouldn't have changed the outcome. I think Buhler voted their sentiment. The question is, in five years will they have a Dollar General or something similar?"

The owner of Buhler's grocery store, JC Keith, is acutely aware that seeing off Dollar General is not the only challenge. With decent paying jobs increasingly scarce in rural Kansas, a good part of the population of Buhler and Haven work in large towns with ready access to a range of rivals from Walmart to farmers markets. It's easier for residents of what have become bedroom communities to stop at a major store on the way

home from work and only use the local grocery shop for last-minute supplies such as milk.

“A majority of people in Buhler that work, work somewhere else,” said Keith, who is also a long-distance truck driver. “Chances are they drive right by some chain store on their way home.”

The threat from Dollar General prompted Keith to evaluate his way of doing business. He was already in the process of building a larger shop just down the road from the existing one, but now it will incorporate hot foods such as chicken and a salad bar. It will also open later.

For all his support for building the Dollar General in Haven, Alferts rarely shops there and regrets the loss of the Foodliner. “It makes a lot of difference to me. I shopped a lot at Foodliner,” he said. “Now I have a hard time time shopping at Dollar General. I like to cook. I like food items and spices you can’t get at Dollar General. I’m less loyal to any one store these days.”

Haven’s residents now have to travel out of town to find fresh food, although many do that for work in any case. The more immediate impact has been on those who are less mobile, like the elderly. The Centers for Disease Control and Prevention calculates that about a quarter of the population is unable to buy healthy food nearby. Dollar Generals are frequently to be found in those areas and some studies have made a direct link between the rise of dollar stores and unhealthy eating. But it is not that straightforward. Megan Rinehart worked at Nech’s Foodliner for six years.

“This isn’t a rich town. A lot of our customers bought not healthy stuff. They leaned towards what was fast and cheap. We had a pretty good selection of fresh produce. It was a matter of if they could afford it,” she said.

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**Food apartheid: the root of the problem with America's groceries**

An agriculture department study found that many of those on low income and reliant on food stamps were **more likely to decide** where to shop based on price than where the nearest store is. They drive past a grocery store to a Dollar General.

Alferts thinks Buhler will struggle to stave off the cut-price chain store because it is the future. Doug Nech is not so sure. He owned the Foodliner alongside a job travelling a dozen states as a church pew cushion salesman. Nech has seen the impact across the midwest of the

store that put his own out of business. He views Dollar General as a juggernaut but that does not mean he thinks it's invincible.

“Dollar General is building just as fast as it can. Nebraska. The Dakotas. You see it,” he said. “But somewhere down the line, as these small towns dry up, business for Dollar General is going to dry up just like it does for a grocery store. If there's nobody new coming to town and your older population is dying off and they're not getting replaced very quickly, who are they going to sell to?”

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