

# CITY OF CARLTON

CARLTON "SIGHT SEERS" PROJECT

COMMUNITY VISION AND STRATEGIC PLAN

MARCH 2003

## **Acknowledgements**

### **City of Carlton:**

Kathie Oriet, Mayor  
Jesse Berry, Councilor  
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Mickey Anderson, Councilor  
Ginger Williams, Councilor  
Michelle Early, Councilor  
David Van DeWalle, Councilor

Doug Hooper, City Manager

### **Carlton “Sight Seers” Task Force:**

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### **Facilitator:**

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## **Introduction:**

The Carlton “Sight Seers” Project involves the development of a community vision and strategic plan to guide the City of Carlton in shaping its future and managing change. This is not just a product...it is an ongoing cyclical community problem-solving process designed to stimulate continuing discussion and generate specific actions to maintain a high quality of life.

## **Purpose:**

The Carlton “Sight Seers” Project is designed to build consensus around current and future planning issues faced by the City. The project involves the development of two primary elements: a vision statement and a strategic plan.

The vision statement represents the idealistic hopes and dreams of the community. The vision statement appeals to common values and uses positive word pictures and images to convey enthusiasm and anticipation about the future of the community. The vision statement is essentially a 20-year guidepost that provides a framework for future decisions. It is intended as a very broad statement that encompasses all aspects of the community in support of Carlton’s high quality of life – from a vibrant economy and attractive downtown to pleasant neighborhoods and a healthy natural environment.

The strategic plan identifies the specific actions needed to move the City of Carlton forward during the next five years in pursuit of its vision. These actions or strategies are detailed enough to include the identification of implementers, cost projections, funding sources, and completion deadlines.

The shorter time frame for this element has a very important purpose. It encourages implementation and measurement, ensures accountability for those individuals and groups assigned to implement the strategies, and builds momentum by enabling the community at large to witness and celebrate the successful completion of those strategies. The diverse array of strategies within the plan encourages broad community involvement, thereby further enhancing progress toward the fulfillment of the vision.

## **Process:**

The Carlton "Sight Seers" Task Force initiated the visioning and strategic planning process with an all-day retreat on May 18, 2002. Subsequently, the Task Force conducted 12 work sessions between June 2002 and January 2003 to complete their work.

During the initial retreat, Task Force members were asked to provide a preliminary list of prioritized specific actions they most wanted to undertake within the community during the next five years. Their rankings were as follows:

- Develop and adopt signage ordinance and design standards (17 votes)
- Remove unsightly building at Main & Kutch (8 votes)
- Install restrooms in uptown city park (7 votes)
- Establish theme for city ("Diamond of Yamhill County"; "Off the Beaten Path"; "On the Road of a Thousand Wonders") (5 votes)
- Establish city clean-up program (including bi-annual city clean-up day, improved code enforcement, and recycling initiative) (4 votes)
- Build new or remodel/enlarge city hall (4 votes)
- Repair broken sidewalks (3 votes)
- Build new fire hall (3 votes)
- Place downtown overhead utility lines underground (3 votes)
- Install old-fashioned lamp posts downtown (2 votes)
- Improve Main & Pine corner (former log cabin site) (2 votes)
- Plant trees downtown along Main Street (2 votes)
- Build skate park (2 votes)
- Build Community Center or local government complex (1 vote)
- Purchase new fire department equipment (1 vote)
- Improve sewer lines – system (1 vote)
- Build family restaurant (no votes)
- Build bike path between Carlton and Yamhill (no votes)
- Make swimming pool accessible all year (no votes)
- Build new tennis courts (no votes)
- Replace or renovate "community gateway" (welcome) signs (no votes)
- Purchase emergency communication (450 MHz) radio equipment (no votes)

- Improve/replace/relocate downtown parking (no votes)
- Distribute local petition about re-routing Highway 47 away from Main Street (no votes)
- Redesign stop signs at Main and Pine streets (no votes)

The Task Force then prepared a community vision statement:

*“Carlton is a dynamic community grounded in rural values and committed to well-planned growth through innovation and an entrepreneurial spirit. Carlton is economically diverse and blessed with a strong, cooperative sense of community pride and commitment of service to others. A vibrant community with high standards of excellence, Carlton is ‘The Diamond of Yamhill County’.”*

Based upon all of the discussion and interaction among Task Force members during the retreat, seven critical issue categories were identified:

- 1. Transportation**
- 2. Business development**
- 3. Citizen participation**
- 4. Downtown revitalization**
- 5. Neighborhood clean-up**
- 6. Parks and recreation**
- 7. Public infrastructure**

The remainder of this report addresses all strategies by category as developed by the Carlton “Sight Seers” Task Force and includes all pertinent details essential for effective implementation.

**Issue category #1:** *Transportation*

**Strategy 1-1:** *Distribute local petition about re-routing Highway 47 away from Main Street*

*Note: Utilize water bills to distribute petition and display drawings of proposed project at post office; also collect letters of support from community*

**Implementers and support groups:**

- *City staff*
- *Mid-Willamette Area Commission on Transportation (MWACT)*

**Projected cost:** *estimate 1 day staff time to include survey in water bills*

**Funding source(s):** *not applicable*

**Completion deadline(s):**

- *Survey completion – February 2003*
- *MWACT presentation – March 2003*

**Strategy 1-2:** *Install stoplights at the intersections of Main – Pine and Monroe – Yamhill streets*

**Implementers and support groups:**

- *City staff*
- *ODOT*

**Projected cost:** *part of total cost (\$800,000) for re-routing Highway 47*

**Funding source(s):**

- *ODOT*
- *City General Fund*

**Completion deadline:** *2007*

**Issue category #2:** *Business development*

**Strategy 2-1:** *Establish city theme*

**Implementers and support groups:**

- *Carlton Sight Seers*
- *Carlton Design Review Board*
- *Oregon Downtown Development Association*
- *Arts Alliance of Yamhill County*
- *architect students*

**Projected cost:** *nominal (primarily staff time)*

**Funding source(s):** *not applicable*

**Completion deadline:** *June 2003*

**Strategy 2-2:** *Create marketing strategy*

**Implementers and support groups:**

- *Carlton Downtown Association*
- *City staff*
- *Yamhill Valley Visitors Association*
- *Yamhill County Wineries Association*

**Projected cost:** *\$5,000 (including staff time and printing costs)*

**Funding source(s):**

- *OECD grant*
- *Rural Investment Fund grant*
- *Self-imposed fees for members of Carlton Downtown Association*

**Completion deadline:** *December 2003*

**Strategy 2-3: Prepare downtown parking plan**

**Implementers and support groups:**

- *City Council*
- *City staff*
- *City Planning Commission*
- *ODOT*
- *ODDA (Oregon Downtown Development Association)*
- *Ken Wright*

**Projected cost:** \$15,000 - \$18,000

**Funding source(s):**

- *ODDA*
- *RDI (Rural Development Initiatives) grant*
- *RIF grant*
- *OECD grant*

**Completion deadline:** *December 2003*

**Strategy 2-4: Replace or renovate four city "gateway" signs**

**Implementers and support groups:**

- *Carlton Sight Seers*
- *Oregon Downtown Development Association*
- *Carlton Design Review Board*
- *City staff (Public Works)*
- *Arts Alliance of Yamhill County*
- *architect students*

**Projected cost:** \$10,000

**Funding source(s):**

- *arts organizations*



- *private donations*
- *tourism*
- *Rural Investment Fund*

**Completion deadline:** *October 2003*

**Strategy 2-5:** *Create "Carlton Downtown Association"*

**Implementers and support groups:**

- *Downtown businesses*
- *City government*
- *Cottage industries*
- *Oregon Downtown Development Association*
- *Patti Webb ( Director, McMinnville Downtown Development Association)*

**Projected cost:** *nominal (primarily staff time)*

**Funding source(s):** *not applicable*

**Completion deadlines:**

- 
- *Conduct first organizational meeting – June 2003*

**Issue category #3:** *Citizen participation*

**Strategy 3-1:** *Conduct annual regional "gathering"*

*Note: This event would include food and wine; arts and crafts; one might call it "The Carlton Summerfest" Net profit goes to Community Improvements*

**Implementers and support groups:**

- *Ken Wright*
- *Sarah Crumly*
- *Diane Cole*
- *Tammy Keith*
- *CTC (Carlton Together Cares)*

**Projected cost:** *To be determined*

**Funding source(s):**

- *booth rental fees*
- *per-person admission fee*
- *in-kind donations (e.g., tents)*

**Completion deadline:** *July 2003*

**Strategy 3-2:** *Support and enhance utilization of "Community Press" newsletter to expand awareness of value of city government and its services*

**Implementers and support groups:**

- *City Council*
- *City staff*
- *Carlton Together Cares*
- *Yamhill – Carlton High School*
- *City luncheon group*

**Projected cost:** *None*

**Funding source(s):** *N/A*

**Completion deadline:** *March 2003*

**Strategy 3-3:** *Develop downtown visitor center*

**Implementers and support groups:** *Sarah Crumly*

**Projected cost:** *\$15,000 - \$20,000 annual operating cost*

**Funding source(s):**

**Completion deadline:** *Rent facility for use as visitor center – March 2003*

**Issue category #4:** *Downtown revitalization*

**Note:** *This issue encompasses not only the strategies listed below, but also involves implementation of other strategies (1-2, 2-3, 6-1, 7-2, 7-4, 7-7)*

**Strategy 4-1:** *Adopt downtown sign ordinance and design standards*

**Implementers and support groups:**

- *City Council*
- *City staff*
- *Planning Commission*
- *COG*

**Projected cost:** *primarily staff time*

**Funding source(s):** *not applicable*

**Completion deadline:** *January 2003*

**Strategy 4-2:** *Adopt building condemnation ordinance*

**Implementers and support groups:** *City Council*

**Projected cost:** *nominal (primarily staff time)*

**Funding source(s):** *not applicable*

**Completion deadline:** *July 2003*

**Strategy 4-3:** *Install old-fashioned lamp posts along 4-block section of downtown Main Street between First Street and Yamhill Street*

**Implementers and support groups:**

- *Sarah Crumly*
- *Kathie Oriet*
- *Julie Carl*

**Note:** *Sarah, Kathie, and Julie will research lamp post design*

**Projected cost:** *ask Greg Ellis (Independence City Manager) for cost data*

**Funding source(s):**

- *\$300,000 CDBG*
- *private donations*

**Completion deadline:** *July 2007*

**Note:** *Completion of this strategy requires rerouting of Highway 47*

**Strategy 4-4:** *Work to obtain property on corner of Main and Pine(Former Log Cabin site) and convert to overflow parking*

**Implementers and support groups:** *City council - staff*

**Projected cost:** *\$85,000 (legal – acquisition expenses)*

**Funding source(s):** *general obligation bond*

**Completion deadline:** *2007*

**Strategy 4-5:** *Plant trees along 4-block section of downtown Main Street between First Street and Yamhill Street*

**Implementers and support groups:**

- *Ken Wright (research type of trees best suited for urban environment)*
- *volunteers (e.g., Bailey Nurseries)*
- *Oregon Downtown Development Association*

**Projected cost:** *contact McMinnville for data*

**Funding source(s):**

- *\$300,000 CDBG*
- *private donations*

**Completion deadline:** *July 2007*

*Note: July 2003 – remove old planters and replace with wine half-barrels*

**Issue category #5:** *Neighborhood clean-up*

**Strategy 5-1:** *Establish annual city clean-up program*

**Implementers and support groups:**

- *Boy Scouts*
- *4-H*
- *other service organizations*
- *City Sanitary (dumpster donation)*
- *Riverbend Landfill (procurement of landfill space)*

**Projected cost:** *nominal*

**Funding source(s):** *not applicable*

**Completion deadline:** *conduct annually in June*

**Strategy 5-2:** *Establish community recycling center at Lower Park*

**Implementers and support groups:**

- *City Council*
- *City Sanitary*
- *City of Yamhill (for rate schedule)*

**Projected cost:** *get rate schedule from City of Yamhill*

**Funding source(s):**

- *Environmental grants*
- *SOLV*

**Completion deadline:** *March 2003*

**Issue category #6:** *Parks and recreation*

**Strategy 6-1:** *Install restrooms in uptown city park*

**Implementers and support groups:**

- *City Council*
- *City staff*
- *Karen Wright (research aesthetic design of facility)*
- *volunteers (e.g., Roger Muckey for bricks)*

**Projected cost:** *\$30,000*

**Funding source(s):**

- *Rural Development Initiatives (\$3,000 grant)*
- *private donations*
- *volunteer labor; "sweat equity"*

**Completion deadline:** *July 2003*

**Strategy 6-2:** *Build skate park*

**Implementers and support groups:**

- *Carlton Together Cares*
- *Yamhill-Carlton High School shop class*
- *youth input*

**Projected cost:** *\$100,000*

**Funding source(s):**

- *Tony Hawkes Foundation*
- *Private and in-kind donations*

**Completion deadline:** *2005*



**Strategy 6-3:** *Acquire right-of-way access along inactive Union-Pacific railbed for Rails-to-Trails between the cities of Carlton and Yamhill*

**Implementers and support groups:**

- *ODOT (Railroads Division)*
- *City councils and staffs for Carlton and Yamhill*

**Projected cost:** *to be determined*

**Funding source(s):**

- *Oregon State Parks (Local Government Grant Program; Recreational Trails Program)*
- *ODOT (TEA-21 Transportation Enhancement funds; Scenic Byways Program)*
- *Rails-to-Trails Conservancy*

**Completion deadline:** *2007*

**Issue category #7:** *Public infrastructure*

**Strategy 7-1:** *Remodel and enlarge city hall*

**Implementers and support groups:**

- *City Council*
- *City staff*

**Projected cost:** *\$80,000*

**Funding source(s):**

- *local option levy*
- *system development charges*
- *USDA Rural Development*

**Completion deadline:** *July 2006*

**Strategy 7-2:** *Repair broken downtown sidewalks and along Kutch Street*

**Implementers and support groups:**

- *City staff*
- *City engineer*

**Projected cost:** *to be determined*

**Funding source(s):**

- *CDBG (\$300,000)*
- *System development charges*
- *ODOT grant*

**Completion deadline:** *2007*

**Strategy 7-3:** *Conduct feasibility study for relocation and construction of new fire hall*

**Implementers and support groups:**

- *City staff*
- *Fire chief*
- *consultant*

**Projected cost:** *\$15,000*

**Funding source(s):** *OECD (Special Public Works Fund)*

**Completion deadline:** *October 2003*

**Strategy 7-4:** *Bury downtown overhead utility lines*

**Implementers and support groups:**

- *City staff*
- *PGE – Sprint*
- *City engineer*

**Projected cost:** *to be determined*

**Funding source(s):** *grant for feasibility study*

**Completion deadline:** *2007*

**Strategy 7-5:** *Purchase new fire engine*

**Implementers and support groups:**

- *local volunteer fire department*
- *Carlton Sight Seers*

**Projected cost:** *\$250,000*

**Funding source:** *local ballot measure*

**Completion deadline:** *November 2004*

**Strategy 7-6:** *Improve downtown sewer lines*

**Implementers and support groups:**

- *City staff*
- *City engineer*

**Projected cost:** *to be determined*

**Funding source(s):** *grant for feasibility study*

**Completion deadline:** *2007*