



CITY OF OREGON CITY

CITY COMMISSION WORK SESSION

AGENDA

Commission Chambers, Libke Public Safety Facility, 1234 Linn Ave, Oregon City
Tuesday, June 07, 2022 at 6:00 PM

Typically there are no public comments at work sessions, but written comments are accepted by:

- *Email recorderteam@orcify.org (deadline to submit written testimony via email is 3:00 PM on the day of the meeting)*
- *Mail to City of Oregon City, Attn: City Recorder, P.O. Box 3040, Oregon City, OR 97045*

CONVENE WORK SESSION AND ROLL CALL

FUTURE AGENDA ITEMS

The Commission's adopted goals and available staff resources shall be considered when recommending future agenda items. The Commission may add an item to a future agenda with consensus of the Commission.

[List](#) of Future Work Session Agenda Items

DISCUSSION ITEMS

- [1.](#) Oregon City Entrepreneurial Opportunity Loan Program
- [2.](#) City-Sponsored Special Event Program
- [3.](#) Oregon City Economic Development Strategic Plan
- [4.](#) Street Tree List Recommendation from Natural Resource Committee

CITY MANAGER'S REPORT

COMMISSION COMMITTEE REPORTS

- Beavercreek Employment Area Blue Ribbon Committee** - *Commissioner Frank O'Donnell*
- Citizen Involvement Committee Liaison** - *Commissioner Adam Marl*
- Clackamas County Coordinating Committee (C4)** - *Appointed: Commissioner Adam Marl*
- Clackamas County Coordinating Committee (C4) – Metro Subcommittee** - *Appointed: Commissioner O'Donnell*

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- E. Clackamas County I-205 Tolling Diversion Committee** - Appointed: *Commissioner Adam Marl* Alternate: *Commissioner Frank O'Donnell*
 - F. Clackamas Heritage Partners** - *Commissioner Rocky Smith, Jr.*
 - G. Clackamas Water Environment Services Policy Committee** - Appointed: *Commissioner Rocky Smith, Jr.*
 - H. Downtown Oregon City Association Board** - *Commissioner Denyse McGriff*
 - I. Metro Policy Advisory Committee (MPAC)** - Appointed: *Commissioner Denyse McGriff*
 - J. OC 2040 Project Advisory Team** - Appointed: *Commissioners Adam Marl and Denyse McGriff*
 - K. Oregon City Tourism Stakeholder's Group** - Appointed: *Commissioners Frank O'Donnell and Rocky Smith, Jr.*
 - L. Oregon City/West Linn Pedestrian and Bicycle Bridge Concept Plan Project Advisory Committee** - Appointed: *Commissioner Denyse McGriff*
 - M. South Fork Water Board (SFWB)** – *Commission President Denyse McGriff, Commissioners Frank O'Donnell, and Rocky Smith, Jr.*
 - N. Willamette Falls and Landings Heritage Area** - Appointed: *Commissioner Denyse McGriff* Alternate: *Commissioner Frank O'Donnell*
 - O. Willamette Falls Legacy Project Liaisons** - *Commissioner Frank O'Donnell*

ADJOURNMENT

PUBLIC COMMENT GUIDELINES

Complete a Comment Card prior to the meeting and submit it to the City Recorder. When the Mayor/Chair calls your name, proceed to the speaker table, and state your name and city of residence into the microphone. Each speaker is given three (3) minutes to speak. To assist in tracking your speaking time, refer to the timer on the table.

As a general practice, the City Commission does not engage in discussion with those making comments. Electronic presentations are permitted but shall be delivered to the City Recorder 48 hours in advance of the meeting.

ADA NOTICE

The location is ADA accessible. Hearing devices may be requested from the City Recorder prior to the meeting. Individuals requiring other assistance must make their request known 48 hours preceding the meeting by contacting the City Recorder's Office at 503-657-0891.

Agenda Posted at City Hall, Pioneer Community Center, Library, City Website.

Video Streaming & Broadcasts: The meeting is streamed live on the Oregon City's website at www.orcity.org and available on demand following the meeting. The meeting can be viewed on Willamette Falls Television channel 28 for Oregon City area residents as a rebroadcast. Please contact WFMC at 503-650-0275 for a programming schedule.



CITY OF OREGON CITY

Staff Report

625 Center Street
Oregon City, OR 97045
503-657-0891

To: City Commission
From: City Manager Tony Konkol

Agenda Date: 06/07/2022

SUBJECT:

List of Future Work Session Agenda Items

BACKGROUND:

July 12, 2022

Joint Work Session with PRAC
Abandoned Building Regulations
OC 2040 Draft Comprehensive Plan

August 9, 2022

ARPA Funding
Introduction to Traffic Engineering – Traffic 101

Additional Upcoming Items (These items are in no particular order)

Beavercreek Road Concept Plan (Thimble Creek) Funding Discussion
Boards and Committee's Orientation Manual Review and Discussion
Canemah Area - Encroachments in the Right-of-Way Policy Discussion
Charter Park Discussion (Last five – Sportcraft Landing, McLoughlin Promenade, Ermatinger House, Dement Park/Property, and Clairmont Way)
Clackamas County Water Environmental Services (WES) Rate Differential
Clackamette Park Boat Ramp
Climate Action Plan Presentation (City of Milwaukie)
Code Enforcement Complaint Process

Commission Policies and Rules of Procedure Review
Compatible Change Update
Construction Excise Tax
Economic Development Strategy Follow-up
Ethics Training
Exploring Options of Youth Council or Youth Engagement in OC
Metro Food Waste Program Requirements - Annual Review
Parking Rate Increase for Permitted Parking in Downtown Oregon City (Green, Purple, Orange, etc. Zones)
Parklets Discussion
Railroad Quiet Zone Funding Discussion
Request for Recording Pre-App Conferences Follow-up
South Fork Water Board - Mountain Line Easements Vacation
Transportation Demand Management (TDM) Plan Implementation Update
Update re NEPA for ODOT I-205 Project
Water System Risk and Resiliency Review
Willamette Falls Legacy Project Operations and Maintenance Discussion



CITY OF OREGON CITY

Staff Report

625 Center Street
Oregon City, OR 97045
503-657-0891

To: Oregon City Commission/Work Session
From: Tony Konkol, City Manager

Agenda Date: June 7, 2022

SUBJECT:

Oregon City Entrepreneurial Opportunity Loan Program

STAFF RECOMMENDATION:

Review the Oregon City Entrepreneurial Opportunity Loan Program and offer input and comments (Information Only)

EXECUTIVE SUMMARY:

The Oregon City Entrepreneurial Opportunity Loan Program provides an important financial tool for businesses in our community. The program is an innovative public private partnership between the City of Oregon City Economic Development Department (“the City”) and Clackamas Federal Credit Union (“CFCU”), designed to serve start-up companies while stimulating the local economy. Both the City and CFCU will contribute \$50,000 each to the loan fund, for a total of \$100,000 to be disbursed. The program will be administered by CFCU. The City and CFCU will sign a Memorandum of Understanding that will govern the program.

To be eligible, a business must be located in Oregon City and meet program criteria related to previous economic performance and business plan. Eligible applicants may apply for up to \$20,000. Funds must be repaid within five years. Additional information about the loan program structure may be found below.

BACKGROUND:

The Oregon City Economic Development Strategic Plan cites the importance of growing small businesses within Oregon City as well as attracting new existing businesses to the community. The strategy of supporting startup businesses in the community is called “Economic Gardening.”

The Entrepreneurial Opportunity Loan Program is a pilot initiative designed to help increase the number of small businesses operating within the community via the economic gardening concept. Small startup businesses that successfully take hold and

grow tend to remain in the community longer than businesses that have relocated to a community because the roots of small business startups are deeper.

The Entrepreneurial Opportunity Loan Fund Program (“the Program”) is included in the Economic Development Strategic Plan report which staff prepared for the City Commission Work Session on March 16, 2022. By partnering with Clackamas Federal Credit Union, the City will be able to leverage public dollars and to help entrepreneurial ventures take hold.

The Program will not operate on a first-come, first-served basis. Rather, loan applications will be accepted during an application period, August 15 – September 23, 2022. (The dates for the application period may be adjusted if this MOU is not finalized by June 30, 2022.)

The Economic Development Department will establish a loan review committee to review loan applications and select loan awardees.. The City will promote the Program to firms within Target Sector industries, including manufacturing, logistics and distribution and tourism; however, firms in other industries will also be eligible to apply.

The maximum loan amount will be \$20,000. The Program is specifically designed to support start-up firms that will benefit from patient capital. Loan recipients may wait up to one year before making their first loan payment. During the time between the loan disbursement and the first loan payment, interest on the loan will accrue at a rate of 0.5%.

The City will begin marketing the Program in summer of 2022. We anticipate that the first loan will be approved by the Loan Committee in October 2022.

OPTIONS:

1. Review the Oregon City’s Entrepreneurial Opportunity Loan Fund Program and offer input and comments. Information Only.

BUDGET IMPACT:

Amount	\$50,000
FYs	FY21-FY23
Funding Source	General Fund

**Memorandum of Understanding
between
Clackamas Federal Credit Union and
The City of Oregon City**

Purpose

This agreement outlines a partnership between the Clackamas Federal Credit Union (“CFCU”) and the Economic Development Department of the City of Oregon City (“the Department”) for the purpose of administering the Oregon City Entrepreneurial Loan Program (“the Program”), a loan program to support start-up businesses in Oregon City and to foster local economic vitality.

Both organizations agree to work collaboratively to establish a pilot program that makes “patient capital” available to qualifying startup entrepreneurs. Patient capital here is defined here as a financial injection into a business whereby the first loan payment is not required until after one year. A full description of loan conditions is included in this Memorandum of Understanding (“MOU”).

Source and Use of Funds

Both organizations agree to provide \$50,000 each to the Entrepreneurial Opportunity Loan Program, for a total fund of \$100,000. These funds will be deposited into a CFCU non-interest-bearing account until disbursements are made. The City of Oregon City will complete the wire transfer of funds when this MOU is finalized with authorizing signatures from both organizations.

Loan Approval

The Economic Development Department of Oregon City will establish a loan review committee for the purpose of reviewing and approving loan application. The loan review committee shall be comprised of three members, including a loan officer from CFCU or another financial Institution, a local accountant, and the Economic Development Manager of Oregon City. The loan review committee will have the final approval on all loan applications.

Loans will not be approved on a first come, first served basis. Rather, loan applications will be accepted during an application period, August 15 – September 23, 2022. (The dates for the application period may be adjusted if this MOU is not finalized by June 30, 2022.)

Loan Administration

CFCU will serve as the program administer and be responsible for:

- a) the disbursement of loan funds to approved loan applicants on a 50/50 basis, (50% from City designated funds and 50% from CFCU designated funds.
- b) regular communication with loan recipients.
- c) the collection of loan payments

- d) implementing collection procedures against borrowers that are either delinquent or in default of their loan repayment obligations.

As a standard part of loan management, CFCU will regularly communicate to the Department regarding the status of the loans on a quarterly basis.

CFCU shall provide a quarterly statement of the program's financial performance to the Economic Development Department.

Loan Terms

The Entrepreneurial Opportunity Loan Program is designed to be a source of "patient capital" for startup businesses less than three years old. Loan awardees are required to become members of CFCU. To be eligible for membership, program participants must open an account with CFCU and maintain a \$5 balance in that account. In addition, program participants may not have caused financial harm to another credit union.

The terms of the loan program are:

- a) Program participants may apply to borrow up to \$20,000.
- b) Applicants must provide a personal guarantee(s). They may also offer an additional guarantor on the loan.
- c) Program participants may wait up to twelve months following loan approval before making their first payment.
- d) During the period between the loan disbursement and the first loan payment, interest on the loan will accrue at a rate of 0.5%.
- e) Following the first 12-month period of low interest, the interest rate for the loan will be the prime rate + 3 percentage points.
- f) Loans must be repaid in full within five years from the date of the initial loan agreement.

CFCU will retain any interest earned from the loan repayments from borrowers.

CFCU will return all principal repayments of the City's portion of all loan disbursements to approved borrowers.

Default

If a program participant defaults on his/her loan, a joint letter of default will be issued from both CFCU and the City.

Program Renewal

After the first year of the program, CFCU and the City agree to review program performance and discuss on-going value of the program.

Termination of MOU

This MOU may be terminated by either party by giving a 30-day advance notice without legal proceedings or legal recourse against either party.

Existing Loans

All loans made after termination of this Agreement will continue to be serviced by CFCU until either full loan repayment or after completion of all collection procedures against borrowers under the program.

Signed this _____ day of _____, 2022.

City of Oregon City

Clackamas Federal Credit Union

By _____

By _____

Anthony Konkol III
City Manager

Katie Gillespie
Director of Business Services

Economic Development Department

By _____

James Graham
Economic Development Manager



CITY OF OREGON CITY

Staff Report

625 Center Street
Oregon City, OR 97045
503-657-0891

To: Oregon City Commission
From: Tony Konkol, City Manager

Agenda Date: June 7, 2022

SUBJECT:

City-Sponsored Special Event Program

STAFF RECOMMENDATION:

Review the draft guidelines of the City-Sponsored Special Public Event Program.

EXECUTIVE SUMMARY:

With the passing of the new City biennium budget FY 21/23, and the development of the strategic plan with the help of the Economic Development Strategic Plan Steering Committee, staff began implementing various components of the economic development strategic plan. Included in this strategic plan is the City-Sponsored Special Events Initiative. The Economic Development Department of Oregon City has developed the following guidelines to help convey terms and conditions of the initiative.

The definition of City-Sponsored Special Events incorporates the expectations of the Tourism Strategy and the City Commission's adopted goals, especially for tourism. The guidelines provide the following definition:

City-Sponsored Special Public Events are recognized by the City of Oregon City as "signature public special events" that support the community's tourism industry and promote the City's tourism brand. They require use of public rights-of-way and/or use of publicly owned facilities. City-Sponsorship means that the City will provide for the use of certain City-owned assets and City services that it has access to and the capability of providing.

City-Sponsored Special Public Events are well-organized and well-publicized to attract many tourists from around the region as well as city residents and are closely associated with and contribute to the community's hometown feel as well as to its unique community identify.

BACKGROUND:

During the City budget development process, the City Commission of Oregon City stated that its goals relative to economic development and tourism were to:

- promote tourism and support economic development to foster community sustainability; and
- support improvements and partnerships that contribute to our hometown feel and showcase Oregon City's unique community identity.

On June 2, 2021, the Oregon City Commission passed the City's Biennium Budget FY 21/23. With its approval the City's Economic Development Budget was also passed and consequently, the department's line-item program, the City-Sponsored Special Public Event Program was approved.

On April 12, 2022, the Economic Development Department of Oregon City presented its initial draft of the City-Sponsored Special Public Event Program. The City Commissioners offered several suggests as to what revisions they wanted made to the first draft. In addition, staff obtained input from several special public event organizers.

The second draft guidelines are attached for further discussion and approval.

The guidelines state:

City-Sponsored Special Public Events are recognized by the City of Oregon City as “signature public special events” that support the community’s tourism industry and promote the City’s tourism brand. They require use of public rights-of-way and/or use of publicly owned facilities. City-Sponsorship means that the City will provide for the use of certain City-owned assets and City services that it has access to and the capability of providing.

City-Sponsored Special Public Events are well-organized and well-publicized to attract many tourists from around the region as well as city residents and are closely associated with and contribute to the community’s hometown feel as well as to its unique community identify.

In order to allow special events of different sizes to benefit from the designation, the City-Sponsored Special Event Program establishes two broad event categories:

- **City-Region Special Public Events** – Special events that attract between 800 to less than 5,000 people and utilizes advertising outlets and tools that reach out to the greater Portland Region. It is most likely that the event will attract more local residents (Clackamas County).

City-Sponsorship thresholds help defray some of the costs of the special event.

City-Sponsorship threshold shall range from \$3,000 up to \$5,000 max total amount.
Event organizers are responsible for all eligible expenses that exceed the sponsorship threshold cited in the City-Sponsorship Agreement.

- **City Marquee Events** – Special events that attract 5,000+ people and utilizes advertising outlets and resources that help to reach the “mega region.” (see attached map)

City-Sponsorship funding shall range from \$5,001 up to \$15,000 max. total amount.
Event organizers are responsible for all eligible expenses that exceed the sponsorship threshold cited in the City-Sponsorship Agreement.

City-Sponsored Special Public Events are for activities that take place in the City’s public rights-of-way, in City parks and in other City-owned facilities. City-Sponsorship means that the City, through the Economic Development Department, will provide for the use of certain City-owned assets/services, at a specified sponsorship level to help defray some of the costs of the special public event.

There are a variety of underlying program criteria associated with this initiative. One of the main criteria calls for organizations, businesses or individuals that produce special events to already have existing commercial liability insurance as their normal risk-mitigation protocol. The applicant should produce an insurance rider that names Oregon City as an additional beneficiary. Commercial Liability Coverage should be \$2,000,000 for each occurrence and \$4,000,000 for an aggregate occurrence.

Another main program criteria emphasizes that City-Sponsored Special Events must have a written plan that addresses how the event will be managed and financial projections, indicating how financial resources will be secured to pay for producing the event. A final financial report will be required after the event has been closed out.

A committee of all departments impacted/involved will be established to review and approve all applications for sponsorship. It includes:

- Oregon City Tourism
- Oregon City Chamber of Commerce
- Oregon City Police
- Oregon City Parks & Recreation
- Oregon City Code Enforcement
- Oregon City Public Works
- MT Hood Territory (Clackamas County)

Internal Coordination

Various city departments are currently working together to develop a more comprehensive coordinated approach to regulating all special public events produced within Oregon City.

The goal for the new coordinated regulatory strategy is to improve interdepartmental coordination and make regulatory processes more efficient for special event organizers

The new coordinated regulatory strategy accomplishes several objectives, they include:

- One application form for all special public events no matter where the event takes place or what public services or assets are needed.
- One application intake portal no matter where the event takes place or what public services are required.
- City permit costs as well as other city-related charges will be known earlier in the process of organizing the event.
- All city departments most likely impacted by special public events will be prompted to weigh in to clarify their involvement, offer technical input and troubleshooting advisories early in the process for producers of special public events
- The City-Sponsored Special Public Event program will be integrated into the more coordinated regulatory strategy

The more coordinated regulatory strategy will be accomplished in two phases.

- Phase I (3rd week in June 2022)
 - One intake form for all special public events
 - Event organizer(s) meets with all pertinent departments at one time, in one place
 - Estimated City-related permit costs known earlier
 - Most City-related invoices presented to event organizer at once time
- Phase II (TBD)
 - Singular invoicing in one report

If the Commission finds the guidelines acceptable, staff will bring back for approval on the consent agenda at the June 15, 2022 City Commission meeting.

BUDGET IMPACT:

Amount	\$50,000
FYs	FY 22
Funding Source	General Fund



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CITY-SPONSORED SPECIAL PUBLIC EVENT PROGRAM

Before filling out the application, **READ** the program guidelines and instructions.

GUIDELINES

The Economic Development Department of Oregon City has developed the following guidelines to help maintain the program's objectives and to convey terms and conditions to entities seeking to be designated as a City-Sponsored special event.

City-Sponsored Special Public Events are recognized by the City of Oregon City as "signature public special events" that support the community's tourism industry and promote the City's tourism brand. They require use of public rights-of-way and/or use of publicly owned facilities. City-Sponsorship means that the City will provide for the use of certain City-owned assets and City services that it has access to and the capability of providing.

City-Sponsored Special Public Events are well-organized and well-publicized to attract many tourists from around the region as well as city residents and are closely associated with and contribute to the community's hometown feel as well as to its unique community identity.

The City-Sponsored Special Public Event Program is designed to establish the following objectives:

- Maintain Accountability to City Taxpayers
- Require Eventual Sustainability of Special Events
- Encourage Connectivity to the Local Economy
- Ensure Transparency of the Special Event

TYPES OF CITY-SPONSORED SPECIAL PUBLIC EVENTS

To allow special events of different sizes to benefit from the designation, the City-Sponsored Special Event Program has two broad event categories:

- **City-Region Special Events** – special public events that attract at least 800 to less than 5,000 people and utilizes advertising outlets and tools that reach out to the greater Portland Region. It is most likely that the event will attract more local residents (Clackamas County).



City-Sponsorship thresholds help defray some of the costs of the special event. City-Sponsorship threshold shall range from \$3,000 up to \$5,000 max total amount. ***Event organizers are responsible for all eligible expenses that exceed the sponsorship threshold cited in the City-Sponsorship Agreement.***

- **City Marquee Events** – special public events that attract at least 5,000+ people and utilizes advertising outlets and resources that help to reach the “mega region.” (see attached map)

City-Sponsorship thresholds help defray some of the costs of the special event. City-Sponsorship funding shall range from \$5,001 up to \$15,000 max. total amount. ***Event organizers are responsible for all eligible expenses that exceed the sponsorship threshold cited in the City-Sponsorship Agreement.***

ELIGIBLE VENUES

City-Sponsored Special Public Events are for activities that take place in the City’s public rights-of-way, in City parks and in other City-owned facilities.

ELIGIBLE APPLICANTS

To obtain City-sponsorship it will be necessary for the applicant to be in good legal standing with all local, state, and federal regulatory/reporting agencies.

To be designated a “City-Sponsored Special Event” the event organizer/producer must meet the following program criteria:

I. CITY-SPONSORED EVENT ORGANIZERS MUST DEVELOP A METHOD THAT SUBSTANTIATES VISITORS’ ATTENDANCE LEVELS

Ensuring that City-owned resources are invested into a growing or stable and viable enterprise is essential so that the event helps the local economy and has public support.

II. INSURANCE

Organizations, businesses, or individuals that produce special events should already have commercial liability insurance as their normal risk-mitigation protocol. Liability Coverage: \$2,000,000 for each occurrence and \$4,000,000 for an aggregate occurrence

III. APPLICANTS MUST INVOLVE MULTIPLE VENDORS IN THE SPECIAL EVENT

In the provision of goods and/or services to visitors of the event, all applicants must engage multiple vendors who are not associated or affiliated with the primary producers of the event. Whenever possible, Oregon City-based vendors should be given preference



in their participation in the special event. City-Sponsored Special Events are designed to spread the financial benefit to primary producers, other participating vendors, and to the general business community most likely impacted.

IV. SPECIAL EVENTS CANNOT BE SO NARROWLY FOCUSED AS TO ONLY SERVE OR CATER TO ONE TYPE OF AUDIENCE AND/OR ONE TYPE OF MEMBERSHIP. POLITICAL AND RELIGIOUS AFFILIATED GROUPS MAY PARTICIPATE AS VENDORS BUT CANNOT APPLY FOR PUBLIC SPONSORSHIP.

Special events are open to anyone and everyone that want to attend or participate. They do not limit admittance or partnership to only a specified organization or group. (i.e., only engineers, Elks, veterans, physicians, Democratic/Republican Parties, etc.). Groups associated with political parties and/or organized to promote political messaging as well as religious groups organized to convey a religious message and are the primary organizers of a special event are not eligible to receive City-Sponsorship.

V. THE EVENT MUST BE DESIGNED TO INCREASE ATTENDANCE OF RESIDENTS AND TOURISTS AS WELL AS CREATE AN ENVIRONMENT WHEREBY IT IS HIGHLY LIKELY THAT ATTENDEES WILL SPEND MONEY WITH LOCAL BUSINESSES AND OTHER FEE-CHARGING VENUES.

As a consequence of using city-owned assets, it is important that the special public event is designed in such a manner that it greatly enhances the chance that visitors will spend money at local businesses and other fee-charging venues.

VI. THE EVENT MUST SUPPORT THE TOURISM BRAND (*OREGON'S HOMETOWN, WELCOME HOME!*)

The special public event will affix the Oregon City Tourism Logo and brand slogan to all advertising (electronic, digital, social media, physical brochures/pamphlets, signs, event forms, A-Frames, and banners).

VII. CITY-SPONSORED SPECIAL EVENTS CAN HAVE MULTIPLE PRODUCERS/ORGANIZERS OF THE EVENT.

Although not a requirement, partnership is always encouraged to allow the best possible chance/opportunity of ongoing success for the special event.

VIII. CITY-SPONSORED SPECIAL EVENTS MUST BE WELL-ORGANIZED AND PRODUCED



It is important that City-Sponsored Special Public Events be well organized and managed as to serve as a positive contributor to the local economy. A written plan for the event will be necessary that addresses how the event will be managed and how financial resources will be secured to pay for producing the event.

IX. THE EVENT ORGANIZER(S)/PRODUCERS MUST APPLY ANNUALLY TO MAINTAIN CITY-SPONSORSHIP STATUS

The outcome of the last City-sponsored event will be evaluated to determine whether the designation would be bestowed again.

APPLICATION PERIOD

- In the current Oregon City Fiscal Year of 2022, applications for City-Sponsorship will be accepted and evaluated on a first come first serve basis. Eligible City-Sponsored Special Public Events occurring in FY 2022, whereby preparations are already underway, expenditures incurred, and the event **has not** taken place yet, such special public events can be reimbursed against eligible expenditures under the program up to their respective threshold event category. Event organizers would still need to apply for reimbursement (need information as to how population estimates were obtained, and use of the tourism brand logos and slogan required, and proof of where the event was advertised/promoted)
- Starting in Oregon City Fiscal Year 2023, an application period will be established whereby applications will be reviewed and approved (February 1st up to March 31st.) Fully completed applications will be reviewed and approved on a first come first serve basis.

SPONSORSHIP

- **Source of City-Sponsorship** - Oregon City's Economic Development Department will pay for the use of eligible City-owned assets/services up to a specified sponsorship threshold. Compensation will be paid directly to the City department or departments impacted.
- **Eligible Uses of Sponsorship Funding** - City-Sponsorship means that the City will provide for the use of certain City-owned assets and City services that it has access to and the capability of providing. The following are eligible City-owned assets, services, and capabilities:

Logistical support planning and technical assistance provided by City staff

- OC Traffic Control Plan (technical plan)
- OC Security Plan (technical plan) (if applicable)



Applicable Permits/Approvals: Special Event Permit which will include all of the following:

- OC Signage Permits
- OC Parking Permits
- OC Business License
- Oregon City Police Department Approval

Eligible City Assets:

- PCMS Trailers
- Traffic Control and Barricades
- Public Works Personnel Presence (Traffic Control)
- City Police Presence (if applicable)
- Park Rentals

Eligible City Marketing and Promotion Resources

Marquee Special Events only

- ☐ Life-style TV Broadcasts
- ☐ Videography and TV broadcasting
- ☐ AM/PM TV Broadcast Shout Outs - Marquee Special Events only

City-Region Special Events and Marquee Special Events

- ☐ Oregon City Tourism Website
- ☐ Facebook Impression Audits (target marketing)
- ☐ Press Releases - City-Region Special Events and Marquee Special Events
- ☐ Trail News - City-Region Special Events and Marquee Special Events

There are several special event permits that are not handled by Oregon City. Event organizers are responsible for obtaining and paying for the following external permits:

- ☐ Clackamas County Permit
- ☐ OLCC License, plan or permit as applicable
- ☐ Clackamas County Fire District #1
- ☐ ODOT Permit
- ☐ Clackamas County Public Health – Temporary Event Food Service License(s)
- ☐ Proof that the neighborhood has been notified of the event



Disclaimer

The City-Sponsored Special Public Event Program will continue only as long as it receives funding

INSTRUCTIONS

To ensure that the City has sufficient time to review all applications seeking sponsorship from the City, the following steps need to be taken:

- The Economic Development Department will be the only depository for applications requesting City-Sponsorship for Special Public Events. Applications may be submitted online, a hard copy may be retrieved at City Hall or an applicant can be emailed.
- Organizers are required to obtain the following “external to the City” permits or licenses before applying for City-Sponsored Public Special Events:
 - ☐ Clackamas County Permit
 - ☐ OLCC License, plan or permit as applicable
 - ☐ Clackamas County Fire District #1
 - ☐ ODOT Permit
 - ☐ Clackamas County Public Health – Temporary Event Food Service License(s)
- **SPECIAL NOTE:** AFTER JUNE 24, 2022, APPLICATIONS FOR **ALL PUBLIC SPECIAL EVENTS (WHETHER CITY-SPONSORED OR NOT)** WILL BE REQUIRED TO SUBMIT APPLICATIONS TO THE ECONOMIC DEVELOPMENT DEPARTMENT.
- Except for FY 2022, the City will require 30 days to review and approve the application for City-Sponsored Special Public Events. A meeting of the Committee on City-Sponsored Public Special Events (“the Committee”) will be activated to review only fully completed applications.
 - The application should have the following documents:
 - Oregon City Business License
 - All External to the City Permits and Licenses
 - A written plan
 - Description of the Event
 - Listing of participating vendors and contact information
 - Projected visitor attendance and basis for the population estimate
 - How and where is the event being promoted



- Projected profit and loss statement or revenue & expense statement
- If first time producing a special public event in Oregon City, provide legal formation documentation (corporation, partnership, or nonprofit)
 - Profit and loss statement or revenue & expense statement after the event
- Applicants will meet with the Committee to provide further information and answer questions
- The Committee will either reject the application or make a conditional approval
- The decision will be conditional based on the applicant obtaining all appropriate and necessary permits
- After receiving conditional approval from the Committee, the applicant must have the appropriate and applicable documents prior to receiving a **Certificate of Final Approval**
 - ☐ Fully Executed City-Sponsorship Agreement
 - ☐ Right-of-way Permit
 - ☐ Commercial Liability Insurance (Naming City as an additional beneficiary)
 - Liability Coverage: \$2,000,000 for each occurrence and \$4,000,000 for an aggregate occurrence
 - ☐ Traffic Control Plan
 - ☐ Security Plan (if appropriate)

COMMITTEE ON CITY-SPONSORED PUBLIC SPECIAL EVENTS

Oregon City Economic Development Department

Oregon City Chamber of Commerce

Oregon City Police

Oregon City Parks & Recreation

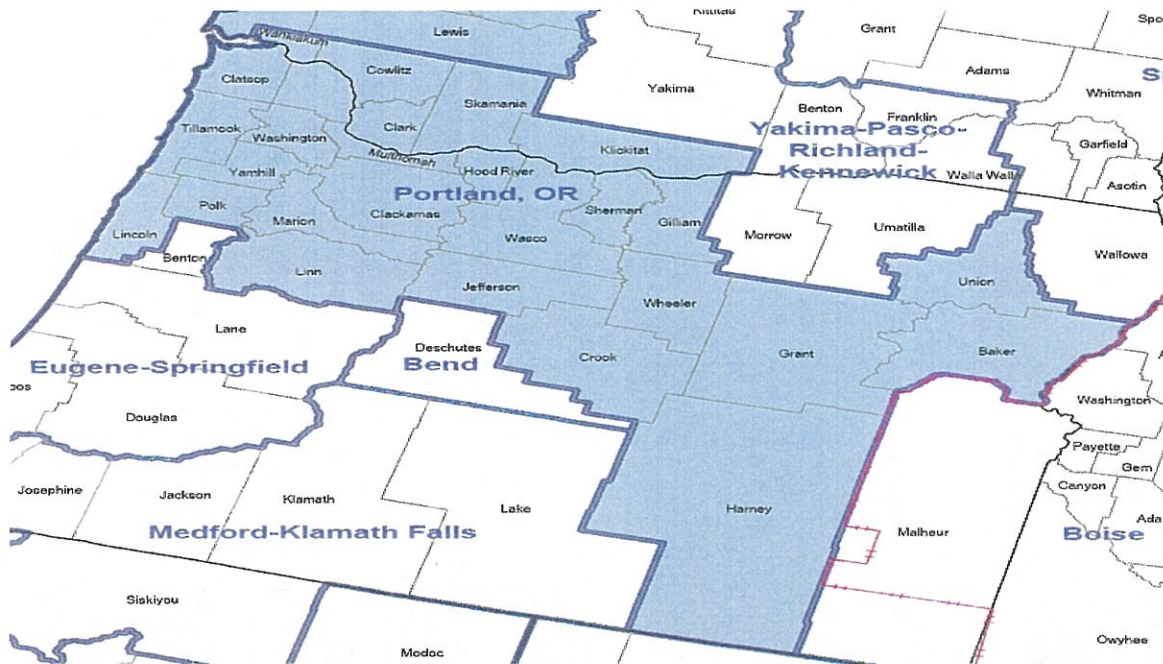
Oregon City Code Enforcement

Oregon City Public Works

MT Hood Territory (Clackamas County)



DESTINATION READY MARKET TERRITORY



TOURISM STRATEGIC PLAN



DESTINATION READY

PORTLAND, OR TV MARKET OVERVIEW

TV Households.....	1,315,470
Market Rank.....	21
African American	3.0%
Hispanic	9.4%

DMA Adult Population

Adults 18+.....	2,618,133
Women 18+.....	1,339,390
Men 18+.....	1,278,743
Adults 25-54.....	1,348,980
Women 25-54.....	675,690
Men 25-54.....	673,290

Source: Nielsen 2020-2021



TOURISM STRATEGIC PLAN



CITY OF OREGON CITY

Staff Report

625 Center Street
Oregon City, OR 97045
503-657-0891

To: Oregon City Commission/Work Session **Agenda Date:** June 7, 2022
From: Tony Konkol, City Manager

SUBJECT:

Oregon City Economic Development Strategic Plan

STAFF RECOMMENDATION:

Review the Oregon City Economic Development Strategic Plan and offer input and comments (Information Only)

EXECUTIVE SUMMARY:

The Oregon City Economic Development Strategic Plan supports the goals of the City Commission and complements the OC2040 Comprehensive Plan. With the passing of the new City biennium budget FY 21/23, and the development of the strategic plan with the help of the Economic Development Strategic Plan Steering Committee, staff began implementing various components of the economic development strategic plan. The initial presentation of the strategic plan to the City Commission was conducted on December 7, 2021. The full plan was presented on March 16, 2022.

BACKGROUND:

On December 7, 2021, during its work session, staff provided the City Commission with the executive summary of the Oregon City Economic Development Strategic Plan along with its budget. Staff commented that the full strategic plan would be forthcoming early next year. Members of the City Commission asked for additional detail on some of the programs, especially on the tourism component of the strategic plan.

There was universal concern that the marketing/promotion component of the plan may attract new visitors to local businesses and historic sites that would not be prepared to serve new customers due to labor shortages and other challenges. During the last meeting, there was discussion about the childcare component of the plan, that it would appear as if the City was favoring one industry over others. The Commission also indicated that it was not one its priorities even though many businesses and organizations in Oregon City have experienced labor shortages due to childcare challenges of potential

and existing employees. The staff has been working closely with the business community to develop a response to the high cost of childcare.

With the passing of the City's budget, staff has already begun implementing various components of the strategic plan.

- TOURISM – “Destination Ready” is being implemented
 - New banners that will signal the start of the tourism season in Oregon city have arrived and are being installed; public works has ordered new brackets designed to hold the banners.
 - At the start of the holiday season in 2021, a new commercial was developed and aired. (Others are in the works)
 - The Concierge Institute has been holding training and education classes for nonprofit historic sites and arts-related organizations to help further professionalize their operations.
 - Resource allocation meetings are being held with each historic site and museum to determine their respective needs in connection with the Concierge Institute.
 - An Oregon Visitors Guide Magazine is currently being developed as well as a visitor's guide pamphlet.
 - Staff has had conversations with over 20 restaurants and every one of them supported the strategy to promote Oregon City.
- ECONOMIC DEVELOPMENT – “Creating an Environment for Growth & Development”
 - Business Retention – staff has had multiple meetings with larger employers regarding workforce, childcare, and site requirements.
 - Business Retention – the department has obtained a new CRM tracking system to keep record of all its meetings with employers as well as input or related business demographic information.
 - Talent Ready – staff has meet with all of the major business employment training organizations in the county and has begun working on strategies to improve the current workforce development system.
 - Childcare – had discussions with larger employers with regard to developing strategies to increase the availability of childcare as well as reduce its cost to families.
 - Fiber Optic Feasibility Study – Staff is fully engaged with Magellan Advisors. community stakeholders and the general public are being surveyed as work continues to develop a feasibility study.
 - Entrepreneurial Opportunity Loan Program – staff has reached preliminary agreement with a local financial institution to leverage the program's existing resources to provide more loans to more eligible loan applicants.

During the City budget development process, the City Commission of Oregon City stated that its goals relative to economic development and tourism were to:

- promote tourism and support economic development to foster community sustainability; and

- support improvements and partnerships that contribute to our hometown feel and showcase Oregon City's unique community identity.

The draft version of the 2022-2027 Oregon City Economic Development Strategy also complements the OC2040 Comprehensive Plan Update. More specifically, the City's Economic Development Strategy offers goals and strategies aimed at fostering a **diverse**, **resilient**, and **vibrant** local economy.

On June 3, 2020, the Mayor appointed the first Oregon City Economic Development Steering Committee (EDSC). The EDSC was charged with creating and implementing a wholistic strategic plan designed to provide guidance and offer expertise in the crafting of Oregon City's economic recovery from the dramatic/negative impact of the COVID-19 virus and to recommend a framework for a more resilient local economy moving forward.

The Committee began its work in the Summer of 2020 and ended in the fall of 2021. The Committee consisted of 14 members who reflected diverse views representing the for-profit sector, academia, government, and private nonprofits.

The major FOUNDATIONAL UNDERPINNINGS of the plan itself are:

A. Action vs Planning

While it is important to conduct research and develop plans to address preferred outcomes cited in the strategic plan, it is vital to create strategies that will actually be implemented.

B. Flexibility vs Rigidity

The Oregon City Economic Development Department reserves the right to adjust strategies based on either new information that requires adjustments in strategies or the recognition that proposed strategies are not resulting in expected outcomes.

C. Encouraging Private Investment vs Supporting Actions that Stifle Economic Growth

Oregon City's Economic Development Strategic Plan prescribes leveraging public/private partnerships in impactful ways to influence the behavior of fundamental market forces on the local level

D. Leveraging Viable Partnerships vs Venturing Out Alone

The Oregon City Economic Development Department will work to identify viable partners that are not only capable of being effective in fulfilling their own mission but share similar goals to make an impact on long-standing challenges or impediments to economic growth.

THE VISION

In 2027, Oregon City has a robust, resilient, and diversified economy. Residents live, work, and play while having access to multiple amenities within the region. Businesses flourish due to a business-friendly environment that supports for-profit enterprise and

nurtures private nonprofit entities. For anyone who seeks employment, investments made by for-profit and nonprofit organizations provide opportunities for upward mobility through job creation and skill development.

The Oregon City 2040 Comprehensive Plan revision describes Oregon City's economy as "vibrant, diversified and resilient." The 2022-2027 Economic Development Strategic Plan shares these aspirations. The Economic Development Department will accomplish its vision by implementing various program initiatives within these five broad strategic areas:

- Business Retention and Expansion
- Business Attraction
- Entrepreneurism
- Urban Renewal
- Tourism Development

The Oregon City Economic Development Strategic Plan Steering Committee has held several meetings and discussions about the plan. On February 10, 2022, each member of the steering committee is on record supporting the plan. In addition, staff met with several community groups including the Government Economic Affairs Committee of the Chamber of Commerce, the Oregon City Heritage Coordinating Committee, and the Planning Commission.

Attached to this staff report is the full draft version of the economic development strategic plan.

OPTIONS:

1. Review Oregon City's Economic Development Strategic Plan and offer input and comments. Information Only.

BUDGET IMPACT:

Amount	\$1,380,000
FYs	FY21-FY23
Funding Source	ARPA and General Fund

Oregon City Economic Development Strategy

STRATEGIC INITIATIVES 2022-2027



Economic development is a strategic and collaborative process that creates an environment that systemically supports new investment, creates and/or retains jobs, and broadens the tax base, therefore, improving the quality of life of people.

James Graham, CEcD
Economic Development Manager

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EXECUTIVE SUMMARY

The 2022-2027 Oregon City Economic Development Strategy establishes a path to guide the Economic Development Department and the City in its work and partnership efforts. It is the culmination of more than a year of dedicated effort and input collected from community residents, business owners, City leaders, economic development and workforce policy leaders and other stakeholders.

Specific to economic and tourism development, the City Commission of Oregon City stated that its goals are to:

- promote tourism and support economic development to foster community sustainability
- support improvements and partnerships that contribute to our hometown feel and showcase Oregon City's unique community identity

The Oregon City Economic Development Strategy builds on these goals. It also integrates the insights of the OC2040 Comprehensive Plan Update. More specifically, the City's Economic Development Strategy offers goals and strategies aimed at fostering a **diverse, resilient and vibrant** local economy.

The City's Economic Development Strategy supports actions, policies and programs that foster an environment for growth by targeting on industry clusters including

- *Light manufacturing and assemblage**
- *Logistics and wholesale distribution**
- *Healthcare**
- *Professional, Scientific, and Technical Services (especially electronic connectivity)**
- *Tourism**

Cultivating growth of tourism-facing businesses and tourism-related nonprofits is important to Oregon City's economic landscape. The strategic plan calls for the building of a much-needed tourism infrastructure. An industry that provides more and different activities will attract more visitors to Oregon City.

Equally important, the Oregon City Economic Development Strategy encourages policies and initiatives that provide opportunities for everyone seeking entry and growth in the local community's labor force. With an emphasis on **workforce development** and the expansion of **local childcare services**, the economic development strategy supports programs and investment that mitigates barriers to entry and advancement in the workforce.

A. The Economic Development Strategic Plan Steering Committee

With the support of the City Commission, the Economic Development Department assembled the Economic Development Strategic Plan Steering Committee, a group of experienced professionals representing businesses, academia, government, and nonprofit organizations. The steering committee's mission was to support the creation of a holistic strategic plan designed to create an environment that

encourages new business investment/expansion and supports innovative approaches that will result in a more resilient economic landscape.

B. Foundational Underpinnings of the Economic Development Strategic Plan

1) Action vs Planning

While it is important to conduct research and develop plans to create preferred outcomes cited in a business plan or strategic plan, it is vital to create strategies to be implemented based on the research and plans. The economic development staff and its partners will implement the proposed strategies cited in this plan.

2) Flexibility vs Rigidity

The Oregon City Economic Development Department reserves the right to adjust strategies based on either new information that requires adjustments in strategies or the recognition that proposed strategies are not resulting in expected outcomes. To that end, the 2022-2027 Economic Development Strategic Plan is a living document that will be modified and updated as needed.

3) Encouraging Private Investment vs Taking Actions that Stifle Economic Growth

Oregon City's Economic Development Strategic Plan prescribes leveraging public/private partnerships in impactful ways to influence the behavior of fundamental market forces on the local level to encourage investment.

Although many market forces are beyond local control, such as the U.S Rate of Inflation, there are some local policy or administrative actions that can be implemented to influence the behavior of private and nonprofit investment such as the City establishing flexible System Development Charge payment arrangements ("SDCs") or reducing the SDCs for childcare facilities thereby encouraging the proliferation of childcare businesses. The City's support of childcare will assist individuals with young children to pursue work and job training opportunities previously outside of their reach.

4) Leveraging Viable Partnerships vs Venturing Out Alone

The Oregon City Economic Development Department will work to identify viable partners that are not only capable of being effective in fulfilling their own mission but share similar goals to make an impact on long-standing challenges or impediments to economic growth.

ECONOMIC DEVELOPMENT VISION

By 2027, Oregon City has a robust, resilient, and diversified economy. Residents live, work, and play while having access to multiple amenities within the region. Businesses flourish due to a business-friendly environment that supports for-profit enterprise and nurtures private nonprofit entities. For anyone who seeks employment, investments made by for-profit and nonprofit organizations provide opportunities for upward mobility through job creation and technical skill training.

The Oregon City 2040 Comprehensive Plan revision describes Oregon City's economy as "vibrant, diversified and resilient." The 2022-2027 Economic Development Strategic Plan shares these aspirations. The Economic Development Department will accomplish its vision by implementing various program initiatives within these five broad strategic areas:

- Business Retention and Expansion
- Business Attraction
- Entrepreneurism
- Urban Renewal
- Tourism Development

ASSESSMENT OF OREGON'S CITY ECONOMIC CLIMATE

Oregon City is experiencing an important time of change and opportunity. Over the past 20 years, Oregon City's population has grown by more than 10,000 people, an increase of close to 40%. Approximately, 38,000 people now call Oregon City home. Oregon City is the County Seat for Clackamas County and is an important economic driver for the County. Oregon City's businesses employed almost 10% (9.7%) of Clackamas County's workforce in 2019.

From 2000 to 2014-2018, Oregon City's median age increased by five years from 33 to 38. Oregon City's aging population is consistent with County and statewide trends. Over the next 20 years, Clackamas County's population of 60 years of age and older is expected to grow to 31%, increasing by 34,418 people.

Income and wages affect business decisions for locating in a city. Areas with higher wages may be less attractive for industries that rely on low-wage workers. In the 2014-2018 period, Oregon City's median household income (\$71,856) was below the county median (\$76,597). In 2018, average wages at private businesses in Oregon City (\$46,524) was also below the county average (\$52,589).

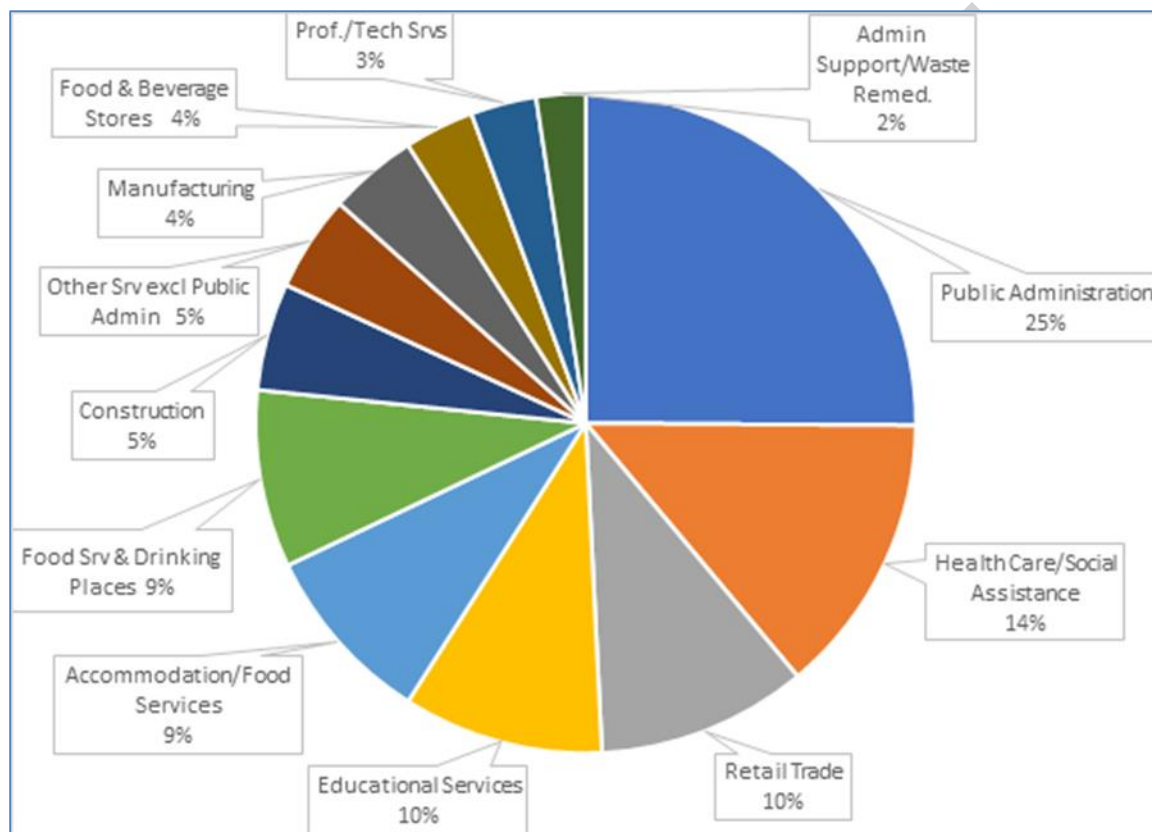
A. Educational Attainment

In 2019, Oregon City has a higher percentage of its population, 25 years and older, with a high school education (25.8%) and with some college or associate degree (40.5%) compared to Clackamas County and Oregon.

On the other hand, Oregon City has a much smaller portion of its population with a bachelor's degree or higher (26.3%) than either Clackamas County or Oregon. Residents of Oregon City show a greater percentage of its residents that did not fully complete their college or associate-level education.

B. Occupations and Industries

In 2021, the sectors with the greatest number of employees in Oregon City were Public Administration (25.4%), Health Care and Social Assistance (14%), Retail Trade (10.4%), Educational Services (10%) and Accommodation/Food Services (9%). Graph 1 below displays this information and includes additional sectors of employment.



Oregon City's Workforce by Sector

C. Commercial and Industrial Real Estate Market

- The average rent for commercial space increased from \$15.64 in 2015 to \$19.48 per square foot in 2019. Only to drop back to nearly its 2015 rent levels in 2020.
- Over the last several years, the average rent for industrial space has been about \$12 per square foot. Vacant industrial space was historically limited in Oregon City.
- As of 2020, the average rent per square foot for retail space was \$15.11, compared to \$19.48 for office space.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREAT ANALYSIS (“SWOT ANALYSIS”)

A. Oregon City has several **STRENGTHS** that should be noted:

- 1) **GOOD LOCATION:** The community is close to important markets within the region.
- 2) **TRANSPORTATION INFRASTRUCTURE ASSETS:** Businesses in Oregon City can easily access markets in the Portland Region as well as broader markets due to a good road system network.
- 3) **LABOR MARKET:** The commuting patterns show that businesses in Oregon City have the potential of attracting skilled and unskilled workers living around the region.
- 4) **COST OF DOING BUSINESS:** Compared to the Portland Region, commercial real estate is traditionally more affordable in Oregon City.
- 5) **TOURISM AND ACCESS TO OUTDOOR RECREATION:** The community’s history legitimately establishes it as the State’s original hometown.

B. Oregon City does face notable **WEAKNESSES**:

- 1) **LACK OF LARGER TRACKS OF LAND:** Manufacturers, as well as logistic companies, are looking for available land of ample size (at least 15 acres).
- 2) **NEED FOR FLEX SPACE OR “SPEC” BUILDINGS:** On a monthly basis, the Economic Development Department receives requests for flex space and/or spec between 50,000 sq ft up to 100,000 sq ft.

C. The City has great **OPPORTUNITIES** in its future:

- 1) **TOURISM AND OUTDOOR RECREATION:** Oregon City is located at the confluence of the Willamette and Clackamas Rivers. On the Willamette River, there are boat launches, nature trails and a City park. The city’s downtown is an important investment that helps the community to establish its niche in the tourism market.
- 2) **THE URBAN RENEWAL DISTRICT:** If applied to stimulate private investments with complementary public investments, a multiplier effect will occur that supports the growth of small businesses throughout the community.

D. Several **THREATS** endanger the community’s economic growth

- 1) **CLACKAMAS COUNTY COURTHOUSE – PENDING RELOCATION:** Although the Circuit Court will remain in Oregon City, its new location is far enough removed

from the downtown to threaten the livelihood of many small restaurants and other types of businesses there.

- 2) **RISING COST OF DEVELOPMENT** – Increasing development costs will either slow or stop business investment in Oregon City.
- 3) **SKILLED-LABOR FORCE CONSTRAINTS** - Younger workers are not replacing older skilled employees in sufficient numbers.
- 4) **CHILDCARE CONSTRAINTS**: The lack of childcare services forces parents to forgo work opportunities and the associated income.
- 5) **PERCEPTION OF NOT BEING BUSINESS FRIENDLY**: Creates a hesitancy to invest in the city at a time when the community may need it most.

OREGON CITY'S ECONOMIC DEVELOPMENT STRATEGIC PLAN: GOALS, STRATEGIES, MILESTONES

A. TARGET ACTIVITY AREA: BUSINESS RETENTION AND EXPANSION (“BRE” Program)

GOALS	STRATEGIES	MILESTONES
Retain and support local business growth of target industry clusters	*Meet with 5 businesses every quarter *Focus on select industries *Distribute Business Resource Kits *Catalog business' needs and develop responses	*Starts March 2022 *End of 2022, Meet with 20 businesses
Support the development of a systemic skills training and job placement network	*Focus on individuals between the ages of 18 – 35. *Work to Launch “Talent Ready Initiative,” A Pilot Program	*Develop Draft of Partnership Agreements with Agencies – June 2022 *Identify/Recruit Employers – Sept. 2022 *Market/Promote Talent Ready – January 2023
Increase the Number of Childcare Opportunities for Children ages 0 to 5 yrs.	*Childcare Center Feasibility Study *Childcare Forgivable Loan Program *Recruit New Childcare Providers	*Identify 3 to 5 employers to support funding a childcare center – Feasibility Study June 2022 – Dec. 2022 *Attract 1 to 3 new childcare businesses to Oregon City – Dec 2023 *Establish a Forgivable Loan

		Fund – April 2022
Establish and Promote an Ombudsman Business Advocacy Program	*Provide customer service training to City Staff *Maintain a data base to track customer/client engagement	*Customer Service Training – March 2022 *Establish standard operating procedures/guidelines – Nov 2022 *Establish a CRM data base program – Dec 2022

B. TARGET ACTIVITY AREA: BUSINESS ATTRACTION

GOALS	STRATEGIES	MILESTONES
Attract new businesses to OC	*Establish an inventory of available property for purchase/development *Identify properties for Purchase by the City *Develop marketing strategy to attract companies within the target industry cluster *Establish a new economic development website *Develop/Implement Urban Renewal District's Plan	*Property Inventory – February 2022 *Identify properties for purchase by the City – Ongoing *Implement Business Attraction Marketing Strategy -March 2022 *Economic Dev Website going live – February 2022 *Complete Urban Renewal District Plan – April 2022
Examine the potential of establishing fiber optic network to OC businesses and homes	*Develop an RFP to identify broadband consultants to conduct a feasibility study *Identify a broadband consultant to begin the work *Completed Feasibility Study	*RFP – Done *Identification of broadband consultant – Jan. 2022 *Completed Feasibility Study -August 2022

C. TARGET ACTIVITY AREA: ENTREPRENEURSHIP

GOALS	STRATEGIES	MILESTONES
Provide greater access to technical assistance for small business (startups).	*Actively partner with the Micro Enterprise Services of Oregon (“MESO”) to provide technical assistance *Oregon City Chamber of Commerce to provide technical assistance	*Draft and establish partnership agreements with various small business technical assistance organizations to service small businesses in OC – February 2022
Support the development of new market opportunities for small business	*Develop a City Procurement Program for Small Business	*Develop program guidelines – Nov. 2022 *Market Program – Jan 2023
Support Entrepreneurism	*Develop loan program for startups	*Guidelines Nov 2022

D. TARGET ACTIVITY AREA: URBAN RENEWAL DISTRICT

GOALS	STRATEGIES	MILESTONES
Develop a vision statement and framework for decision-making on new projects	*Work with the Urban Renewal Commission by conducting several retreats.	*New vision statement and framework for decision-making complete – Dec. 2021
Revise the existing plan	*Hire a consultant to update the financial components of the document.	*Revision of the plan – April 2022
Encourage downtown residency on upper floors	*Contribute to establishing a quiet zone	Quiet Zone – estimated 2027

E. TARGET ACTIVITY AREA: TOURISM DEVELOPMENT

GOALS	STRATEGIES	MILESTONES
Develop, strengthen and grow the tourism industry in OC	*Further solidify the OC Tourism Stakeholder Table *Establish The Concierge Institute (Training)	*The Network – Ongoing * Training – Started Nov. 2021
Establish a tourism industry brand	*Established a full-fledged marketing campaign *Develop and implement City-sponsored Event Program *Increase community engagement with the tourism industry	*Destination Ready started in Nov. 2021 *New tourism website up and running *Develop guidelines for City-sponsored events in Jan 2021 *Second round of the Community Showcase in February 2022
Increase visitor experiences in OC	*Develop a tourism business attraction initiative (Destination Development) *Identify new businesses and organizations that can provide additional visitor experiences	*Tourism business attraction package created – Feb. 2022 *Attract 1 to 3 new visitor attractions – June 2023
Support the Arts in OC	*Re-establish the OC Arts Commission *Establish a new mural art code *Develop new initiatives to support the arts	*Arts Commission held its first mtg. on Oct 26, 2021 *Mural Arts Code approved by City Commission *New initiatives - Ongoing

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DRAFT

OREGON CITY ECONOMIC DEVELOPMENT STRATEGIC PLAN 2022 - 2027

I. Introduction

Specific to economic and tourism development, the City Commission of Oregon City stated that its goals were to:

- promote tourism and support economic development to foster community sustainability; and
- support improvements and partnerships that contribute to our hometown feel and showcase Oregon City's unique community identity

Oregon City is experiencing an important time of change and opportunity. Over the past 20 years, Oregon City's population has grown by more than 10,000 people, an increase of close to 40%.¹ Some 38,000 people now call Oregon City home. Oregon City has also emerged as an important regional employment hub, hosting 9.7% of Clackamas County's total workforce.² At the same time, the local economy continues to respond to the impacts of the Covid-19 pandemic.

The 2022-2027 Oregon City Economic Development Strategy builds upon the community engagement work of the OC2040 Comprehensive Plan Update. More specifically, this Economic Development Strategy offers goals and strategies aimed at fostering a **diverse, resilient, and vibrant local economy**. The Oregon City Economic Development Department and its partners will pursue actions and develop initiatives to establish an environment that creates jobs via new business investment. In addition, the Oregon City Economic Development Department will support local entrepreneurship.

The City's Economic Development Strategy supports actions, policies and programs that foster an environment for growth in select industries including **light manufacturing and assemblage, logistics and wholesale distribution, healthcare, and professional, scientific, and technical services (especially electronic connectivity)**. Cultivating growth of **tourism-facing businesses and tourism-related nonprofits** is also important to Oregon City's economic landscape. The strategic plan calls for the building of much needed infrastructure and nurturing of tourism-related industry relationships. Such actions will attract more visitors to Oregon City.

Equally important, the Oregon City Economic Development Strategy encourages policies and initiatives that provide opportunity for everyone seeking entry and growth in the local community's labor force. With an emphasis on **workforce development** and the expansion of **local childcare services**, the economic development strategy supports programs and investment that mitigates barriers to entry and advancement in the workforce.

¹ Oregon City Economic Analysis, Beth Goodman and Sadi DiNatale, ECONorthwest. February 24, 2021.

² Oregon Employment Department. Fast Facts, 6/23/21.

A. Mission of the Economic Development Strategic Plan Steering Committee

With the support of the City Commission, the Economic Development Department assembled the Economic Development Strategic Plan Steering Committee, a group of experienced professionals representing businesses, academia, government and nonprofit organizations. The steering committee's mission was to support the creation of a holistic strategic plan designed to create an environment that encourages new business investment/expansion and supports innovative approaches that will result in a more resilient economic landscape.

The Steering Committee recognized that the creation of impactful partnerships among public and private organizations of various geographic outreach capacity represents the best approach to leveraging resources across various organizations to assist Oregon City with developing a more economically resilient community.

B. Philosophy Behind the Economic Development Strategic Plan

Action vs Planning

While it is important to conduct research and develop plans to address preferred outcomes cited in the business plan or strategic plan, it is vital to create strategies to be implemented based on the research and plans. The economic development staff will implement the proposed strategies cited in this plan.

Flexibility vs Rigidity

The Oregon City Economic Development Department reserves the right to adjust strategies based on either new information that requires adjustments in strategies or the recognition that proposed strategies are not resulting in expected outcomes. To that end, the 2022-2027 Economic Development Strategic Plan is a living document that will be modified and updated as needed.

Encouraging Private Investment vs Taking Actions that Stifles Economic Growth

Oregon City's Economic Development Strategic Plan prescribes leveraging public/private partnerships in impactful ways to influence the behavior of fundamental market forces on the local level to encourage for-profit or nonprofit investment.

Although many market forces are beyond local control such as the U.S Rate of Inflation, there are some local actions that can be taken to influence the behavior of private and nonprofit investment such as the City establishing flexible System Development Charge payment arrangements ("SDCs") or reducing the SDCs for childcare facilities, thereby supporting this critical industry at a time when childcare businesses have faced considerable challenges and families struggle to find the childcare services that they need. As a result of the City's support of childcare, individuals with young children would be in a better position to afford needed care, allowing them to pursue job training and employment opportunities.

A community with more available skilled labor can attract more private for-profit investment. Oregon City's Economic Development Department will work with policymakers and regulatory agencies on local, regional, and state level to help mitigate negative impacts of arbitrary and/or outdated regulation on economic development.

Leveraging Viable Partnerships vs Sole Responsibility

No one government, private company, organization or individual can conduct impactful economic development alone, nor can economic development occur in a vacuum. The creation of viable public/private partnerships require that each participant has at least the capability to fulfill its own mission effectively. Organizations that do not have the capacity or capability to carry out their own purpose are not going to be viable participants in a collaborative effort with others. Hence, the Oregon City Economic Development Department will be careful in choosing its partners for important endeavors and, if necessary, will go beyond the City and County boundaries to establish viable partnerships.

The Oregon City Economic Development Department will work to identify viable partners that are not only capable of being effective in fulfilling their own mission but share similar goals to make an impact on long-standing challenges or impediments to economic growth.

II. Vision: An Environment for Growth & Development

Oregon City is a historically, culturally, and geographically unique place in the Portland Metro Region. Oregon City encompasses the ancestral homelands of many Native American Tribes. Settlers of European descent created their first permanent home in 1829. In 1844, Oregon City became the first incorporated city west of the Missouri River. The community's history establishes it as the State's original hometown.

In Oregon City there are historic houses, the End of the Oregon Trail, museums, and Willamette Falls, the second most powerful waterfall in North America. These sites stand as a testament to the City's historical significance to both the State of Oregon and to the United States. Oregon City is one of the hubs of the Portland Metro Area. It seeks to attract visitors and new residents who appreciate the community's commitment to quality of life.

In 2027, Oregon City has a robust, resilient, and diversified economy. New public investments in a variety of infrastructure projects are designed to help mitigate the challenges of growth. Residents live, work, and play while having access to multiple amenities within the region. Businesses flourish due to a business-friendly environment that supports for-profit enterprise and nurtures private nonprofit entities. For anyone who seeks employment, investments made by for-profit and nonprofit organizations provide opportunities for upward mobility through job creation and technical skills development.

In 2027, Oregon City actively partners with private industry, higher education, human services, and workforce development agencies to foster employment opportunities and encourage business investment. Small business owners have access to community human resource services to support their workers and grow their companies.

The Oregon City 2040 Comprehensive Plan revision describes Oregon City's economy as "vibrant, diversified and resilient." The 2022-2027 Economic Development Strategic Plan shares these

aspirations. The Economic Development Department will accomplish its vision by implementing various program initiatives within these five broad strategic areas:

- Business retention and expansion
- Business attraction
- Entrepreneurism
- Urban renewal
- Tourism

III. Assessment of Oregon's City Economic Climate

The City of Oregon City has a robust economy featuring an array of locally owned small businesses, a core of manufacturing, distribution and logistics companies, regional healthcare facilities and a community college. The City's walkable downtown serves residents and a growing number of visitors.

Oregon City is the County Seat for Clackamas County and is an important economic driver for the County. Oregon City's businesses employed almost 10% (9.7%) of Clackamas County's workforce in 2019.³ Oregon City was home to 37,638 people at the start of 2021. The local population grew by a significant 144% since 1990, adding 21,187 residents.⁴ The median household income in 2021 is \$75,856 while per capita income is \$35,016.⁵

Occupations and Industries

The analysis in this section provides an overview of industry and employment trends in Oregon City over the past 13 years. Oregon City's workforce commands a wide range of skills, spanning from advanced manufacturing, logistics, construction and health care to food and hospitality industries. In 2021, approximately 17,800 people aged 16 or older worked either full or part-time in Oregon City proper.⁶

Oregon City's largest private sector employers include Providence Willamette Falls Hospital (500-600 employees), Fred Meyer (300-400 employees), Home Depot (200-250 employees), Benchmade Knife Company (200-250 employees) and Orchid Orthopedic Solutions (100-150 employees).⁷ The largest public sector employers include Clackamas County, Clackamas Community College and the City of Oregon City.

In 2021, the sectors with the greatest number of employees in Oregon City were Public Administration (25.4%), Health Care and Social Assistance (14%), Retail Trade (10.4%), Educational Services (10%) and Accommodation/Food Services (9%). Graph 1 below displays this information and includes additional sectors of employment such as Construction.

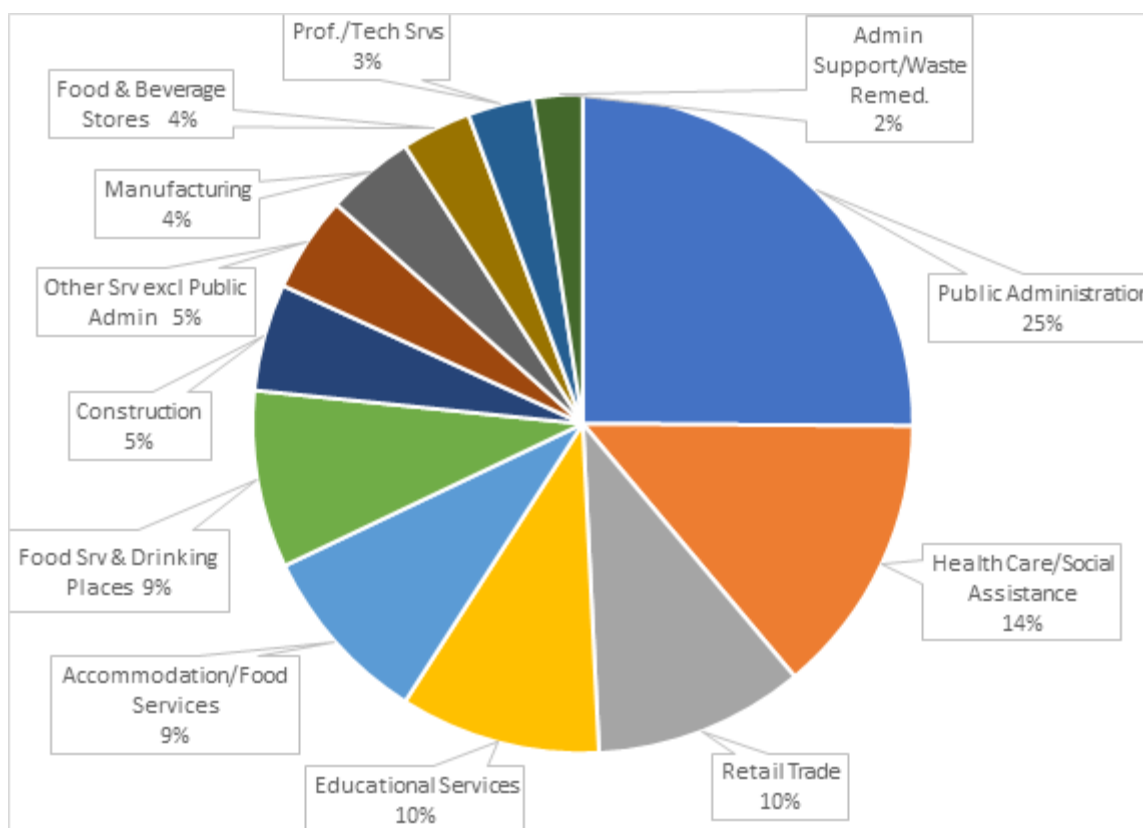
³ Oregon Employment Department. Fast Facts, 6/23/21.

⁴ Ibid.

⁵ ESRI Report. Block Apportionment US Block Groups.

⁶ EMSI. Community Indicators Map. 2021.

⁷ Clackamas County Economic Landscape, 2014. As cited in Oregon City Multitenant Industrial Park Location Overview.



Graph 1. Workforce Profile in Oregon City 2021. Source: Oregon City GIS ESRI Data. Generated 9/28/21.

Table One continues an evaluation of the occupational distributional of Oregon City residents. In addition to the number of employees, Table One also examines the number of businesses in each sector and the Average Annual Growth Rate over a 10- year period. To capture this additional detail, Table One reviews information from 2008-2018.

Sector	Establishments		Employees		Change in Employment		
	2008	2018	2008	2018	2008 to 2018		
					Number	Percent	AAGR
Government	41	43	5,057	4,943	-114	-2%	-0.20%
Health Care and Social Assistance	124	173	2,147	2,599	452	21%	1.90%
Retail Trade	115	128	1,835	2,049	214	12%	1.10%
Accommodation and Food Services	89	109	1,409	1,764	355	25%	2.30%
Construction	194	173	1,086	1,119	33	3%	0.30%
Manufacturing	49	57	928	929	1	0%	0.00%

Other Services (Except Public Administration)	122	231	469	568	99	21%	1.90%
Professional, Scientific and Technical Services	107	137	369	460	91	25%	2.20%
Admin., Support, Waste Mgmt., Remediation Services	53	71	301	330	29	10%	0.90%
Finance and Insurance	61	62	232	260	28	12%	1.10%
Utilities, Transportation and Warehousing	19	24	207	211	4	2%	0.20%
Wholesale Trade	59	49	409	177	-232	-57%	-8.00%
Arts, Entertainment and Recreation	13	22	157	167	10	6%	0.60%
Private Education	16	16	162	164	2	1%	0.10%
Real Estate and Rental/Leasing	43	47	140	109	-31	-22%	-2.50%
Information	14	17	104	82	-22	-21%	-2.30%
Management of Companies and Enterprises	7	5	44	56	12	27%	2.40%
Agriculture, Forestry, Fishing & Hunting	5	5	52	18	-34	-65%	10.10%
Totals	1,131	1,369	15,108	16,005	897	6%	0.6%

Table 1. Covered Employment and Establishments, Change in Employment (2008 to 2018). AAGR = Average Annual Growth Rate. Reported by ECONorthwest February 2021 from Oregon Employment Department, Quarterly Census of Employment and Wages, 2008 and 2018.

Oregon City's Target Industries

Oregon City's target industries include manufacturing, particularly custom metals manufacturing, healthcare, logistics or and/or wholesale distribution, professional scientific/technical services and tourism. The relative importance of healthcare is measured by the average wages of employees and annual sales as cited in table 2. Not included in this chart but identified as up and coming industries are wholesale distribution, tourism and Professional, Scientific, Technical Services.

Wholesale distribution is included due to the geographic location of the city, noting the ease of moving product/merchandise to many important markets throughout the Pacific Northwest Region and beyond because of the network of road infrastructure. Tourism is identified as a target industry because of its strong development potential with regard to Oregon's City unique historical past and assets that have already aided the community in attracting visitors. Professional, Scientific and Technical Services is a target industry because of the growth in employment and establishments between 2008 and 2018, as cited in table 1.

Table 2 shows five industries that have a prominent presence in the 97045-zip code area including all

of Oregon City and portions of neighboring Clackamas County. These industries have a relatively high location quotient (“LQ”). A LQ measures the relative specialization in a particular industry compared to another region. A LQ of 1 for example, indicates that an area has a higher concentration of a given sector than other locations. Table 2 also shows the Gross Regional Products (GRP) of four of these industries.

Industry	2020 LQ	2020 Earnings Per Worker	2020 GRP
Primary Metals Manufacturing	2.32	not available	not available
Construction	2.29	\$72,050	\$272.30M
Government	1.24	\$76,807	\$336.66M
Health Care and Social Assistance	1.23	\$66,354	\$270.31M
Retail Trade	1.21	\$40,968	\$177.5M

Table 2. Location Quotient of Oregon City’s Top Industries Leading Oregon City Industries. Source: EMSI data for 97045

While manufacturing has seen a reduction in jobs over the last 5 years, it remains one of the more robust providers of high-quality jobs in the local economy, at 752 jobs. As shown in Table 2, retail trade continued to be a favored sector in 2020, despite the restrictions on in-person shopping, with an LQ of 1.21. Construction rebounded after the closures of the early days of the pandemic, following continued housing construction throughout the Portland Metro Region.

This analysis continues with highlighting annual sales and the number of employees by industry sector. Table 3 shows the high performing industries based on dollar value of 2021 sales within Oregon City proper. In 2021, the five industries in Oregon City with the highest annual sales are Retail Trade, Wholesale Trade, Health Care/Social Assistance, Construction, and Manufacturing.

Industry	2021 Sales (\$000)	2021 # of companies
Retail Trade	529,595	185
Wholesale Trade	248,070	30
Health Care/Social Assistance	181,944	181
Construction	170,373	134
Manufacturing	168,095	58

Table 3. Oregon City Industry Sectors by Annual Sales. Oregon City GIS Department ESRI Data. Generated 8/5/21.

Public Administration, Health Care/Social Assistance, Retail Trade, Educational Services and Accommodation/Food Services employed the most people in Oregon City. Public Administration accounted for 4,341 employees at the start of 2021, or 25.4% of the local workforce. Graph 1 shows the top 11 industries by number of employees.

Oregon City is the County seat and the strong presence of various levels of government and educational institutions in the local community helps provide a slim buffer to the economy during economic challenges. However, it is generally not a good sign of a resilient economy if most of its employees are represented by the public-sector. A private-sector job must pay for itself and creates other jobs while a public-sector job is paid for by taxpayers. If taxpayers are not doing well and cannot pay taxes, the size of the government must decrease, and public services must be diminished. If the private sector does not do well, then government has to shrink as well. However, a growing local economy is not dependent on the local public-sector to do well.

This is not to say that government and educational institutions are not important to the local economy, far from it. Many times, public-sector expenditures can help to stimulate private-sector investment. However, a local economy will be less resilient if too many of its workers are public-sector employees. It is better to have a larger portion of the population employed by the private-sector because funds expended by the private-sector must be efficient and productive, otherwise, the private-sector and public-sector employment will cease to exist.

Trends in Business Size

In 2018, the average number of employees at an Oregon City business was 8.7 employees.⁸ The average number of employees per business was somewhat higher across the State of Oregon at 11 employees. Table 4 below reports on the changes in business size between 2008 and 2018.

It is no surprise that larger companies grow their employees base slower than small companies, hence, the companies with the smallest amount of growth in terms of number of employees is the group with 50 or more workers. Oregon City companies are generally becoming smaller in size, which may translate into a greater need for supporting firms with 20 or fewer employees.

Business Size	Total Employees		Total Firms		Change in Employees	
Avg. # Employees	2008	2018	2008	2018	Number	Percent
1	362	510	362	510	148	41%
2 to 5	1,022	1,203	328	378	181	18%
6 to 20	2,817	3,024	268	286	207	7%
21 to 50	2,263	2,692	74	88	429	19%
50 or more	3,779	3,853	33	30	74	2%
Totals	10,243	11,282	1,065	1,292	1,039	10%

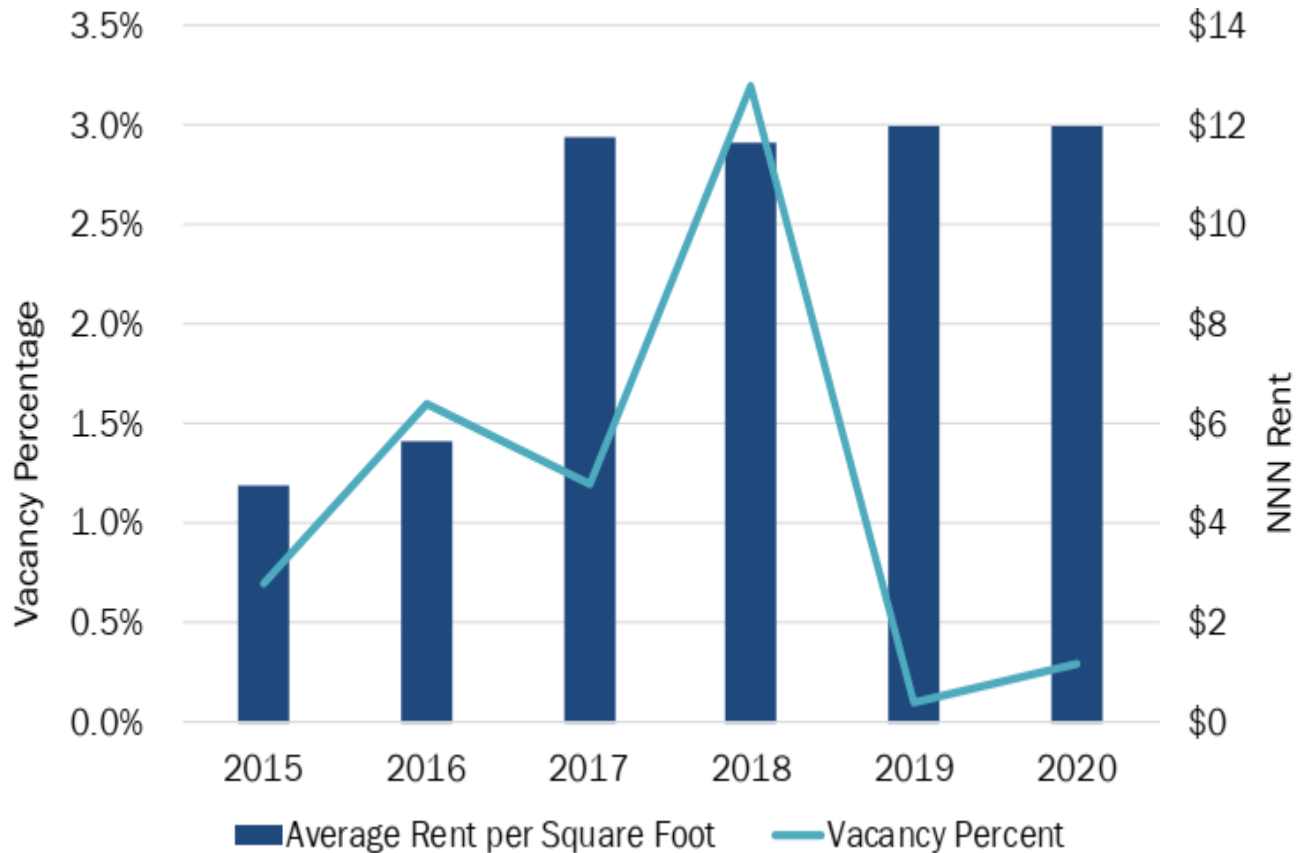
Table 4. Changes in Business Size, 2008-2018. Goodman, Beth and Sadie DiNatale, ECONorthwest "Oregon City Economic Analysis." February 24, 2021.

Commercial and Industrial Real Estate Market

Over the last several years, the average rent for industrial space has been about \$12 per square foot. Vacant industrial space was historically limited in Oregon City. In 2018, the overall economy

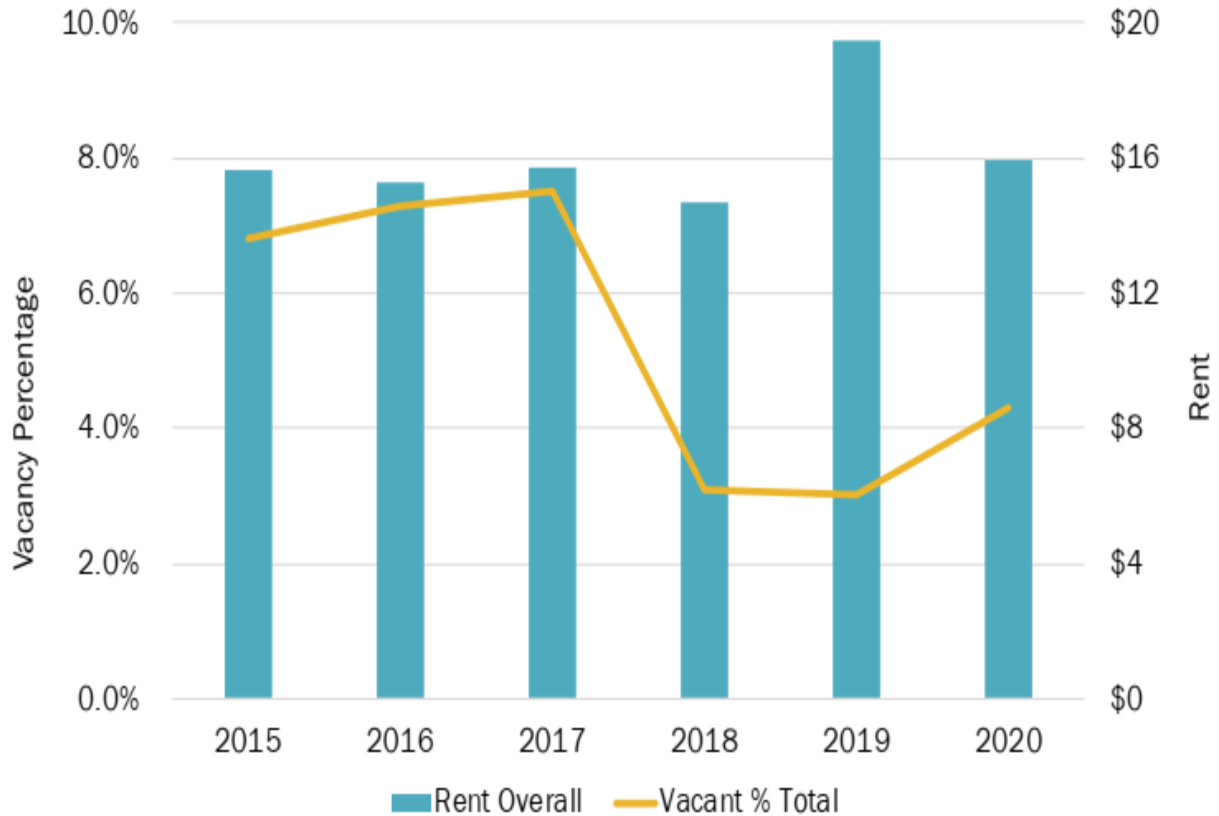
⁸ Goodman, Beth and Sadie DiNatale, EcoNorthwest. Oregon City Economic Analysis. February 24, 2021.

experienced strong growth due to a \$1.5 trillion tax break by the federal government, leading to a steep decline in vacancy rates. Industrial companies usually need larger tracts of land for their operations, generally between 15 to 25 acres. Unfortunately, Oregon City does not have the size requirements in land sought by industrial concerns.



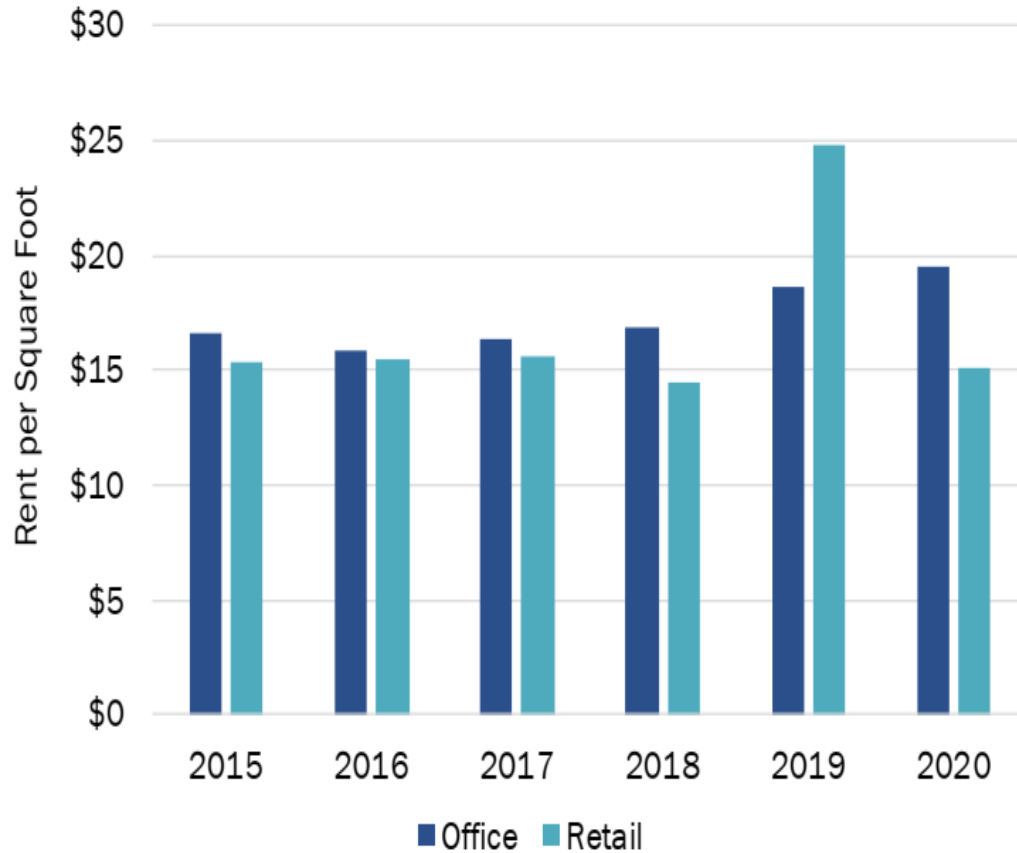
Graph 2. Average Rent per Sq. Ft. and Vacancy Rates, Industrial Properties, Oregon City, 2015 to 2020
Source: Costar

The average rent for commercial space increased from \$15.64 in 2015 to \$19.48 per square foot in 2019. Only to drop back to nearly its 2015 rent levels in 2020. The vacancy rate for commercial property dropped dramatically from its peak in 2017 only to rise slightly in 2020. The increases in rent and the decline in vacancy rates corresponded with the strong growth in the economy in 2018 and 2019.



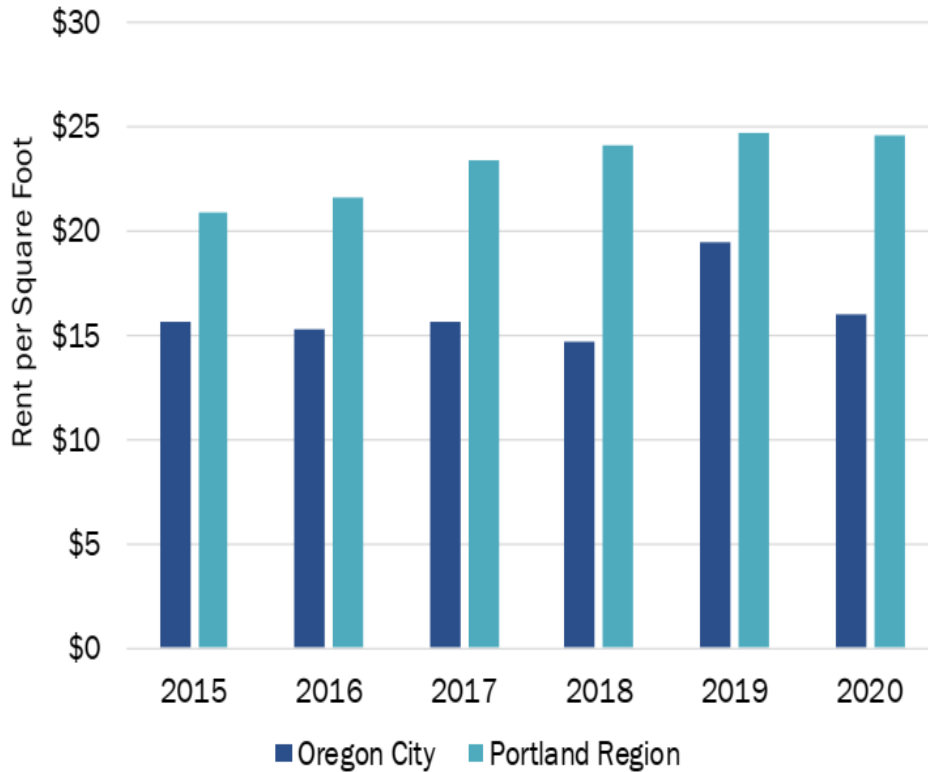
Graph 3. Average Rent per Sq. Ft. and Vacancy Rate, Commercial Properties, Oregon City, 2015 to 2020
Source: Costar

Regarding commercial property types, as of 2020, the average rent per square foot for retail space was \$15.11, compared to \$19.48 for office space. The average rent per square foot for retail space peaked at \$24.88 in 2019. The strong growth in retail during 2019 was a consequence of strong growth due to large tax breaks instituted by the federal government thereby sparking growth in consumer spending which encouraged strong expansions of retail operations. It is interesting to note the ongoing growth trend in rents for office space from 2016 to 2020.



Graph 4. Rent per Sq. Ft, Commercial Properties (Office vs Retail), Oregon City, 2015 to 2020
Source: Costar

The average rent per square foot in the tri-county Portland Region was higher than the average rent in Oregon City alone. Oregon City continues to be a good buy with regard to the average rent per square foot.



Graph 5. Average Rent per Sq. Ft, Commercial Properties, Oregon City and Tri-County Portland Region, 2015 to 2020. Source: Costar.

Socioeconomic Climate

Population Characteristics

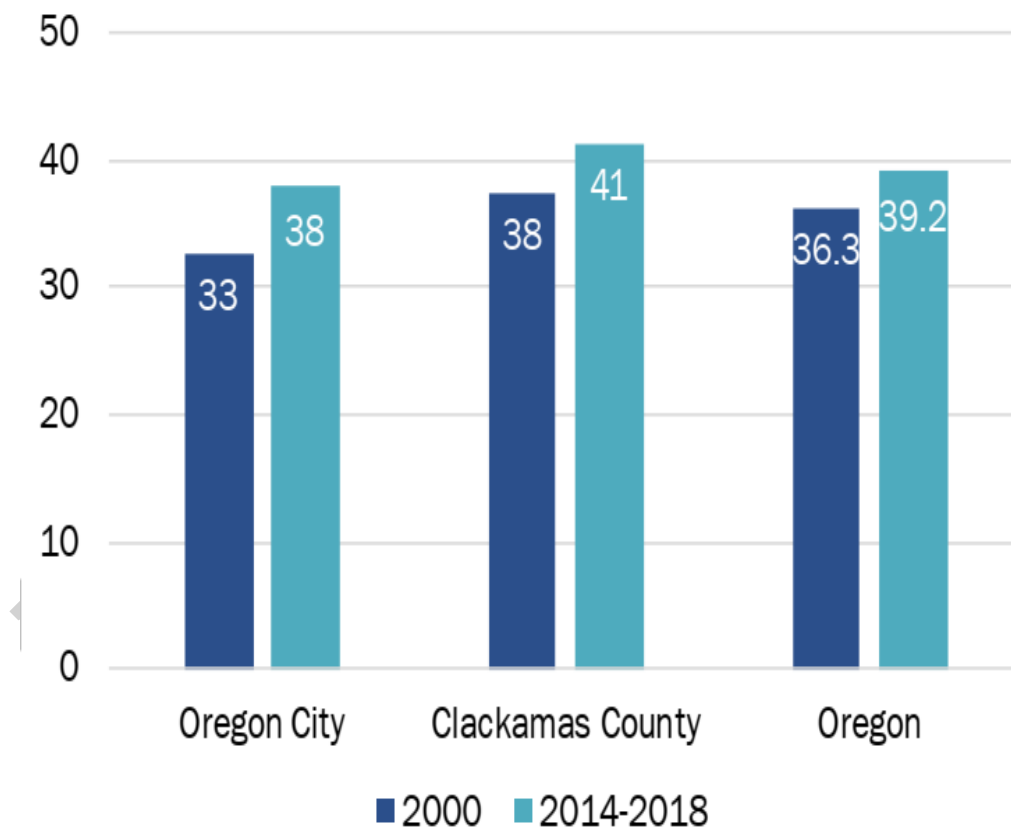
The population has grown significantly over the past 20 years. At the start of 2021 Oregon City had a population of 37,638 people. More than 10,000 people moved to Oregon City between 2000 and 2020. The City grew faster than the remainder of Clackamas County (Oregon City grew at a rate of 34.15% compared to the County) However, the City grew slower than Multnomah and Washington Counties. Over the same period, the State of Oregon also grew at a slower rate (1.4%).

	Population	Median Family Income	Per Capita Income
Oregon City, 2000	28,056	\$40,916	\$20,940
Oregon City, 2021	37,638	\$75,856	\$35,016
Clackamas County, 2001	344,842	\$52,640	\$35,848
Clackamas County, 2021	429,929	\$80,484	\$41,492
Washington County, 2001	314,928	\$35,728	\$33,078
Washington County, 2021	610,968	\$82,215	\$39,679
Multnomah County, 2001	583,887	\$42,422	\$32,956
Multnomah County, 2021	822,817	\$69,176	\$39,245

Table 5. Demographic Trends, Clackamas, Multnomah and Washington Counties.

Sources: Oregon City 2000 Per Capita and Median Income from Infoplease website extracted from US Census Bureau. <https://www.infoplease.com/us/census/oregon/oregon-city> 2021 generated by Oregon City GIS Dept., ESRI data. City generated report. County 2021 information generated by EMSI, 8/2/21. Clackamas County 2000: World Population Review, worldpopulationreview.com/us-counties/or/clackamas-county-population. Accessed 3 Aug. 2021. Multnomah County 2000. *Fed Economic Data*, Federal Reserve Bank of St. Louis, 17 Nov. 2020, fred.stlouisfed.org/series/PCPI41051. Accessed 13 Aug. 2021. Washington County 2000: <https://www.census.gov/quickfacts/washingtoncountyoregon2020>

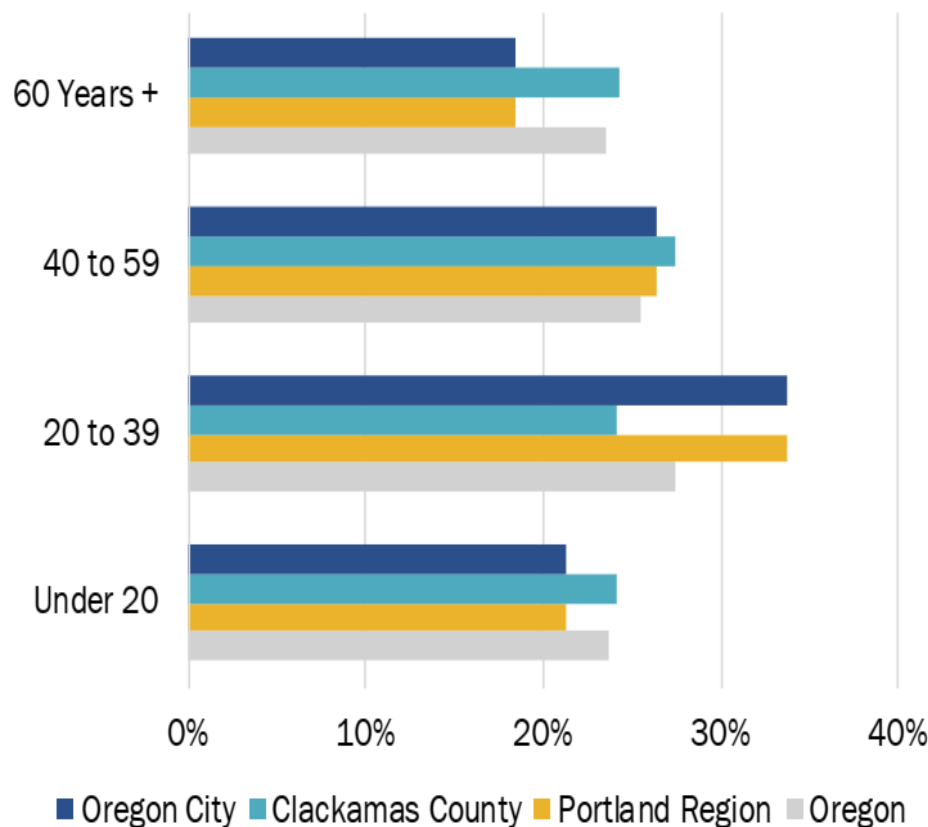
From 2000 to 2014-2018, Oregon City's median age increased by five years from 33 to 38. Oregon City's aging population is consistent with County and statewide trends. Over the next 20 years, Clackamas County's population of 60 years of age and older is expected to grow to 31%, increasing by 34,418 people. The aging of the population in Oregon City and across the Portland Region will result in an increasing need for replacement workers, as baby boomers retire. This trend may create challenges in finding workers across the Region.



Graph 6. Median Age, Years, Oregon City, Clackamas County, Oregon, 2000 to 2014-2018
Source: U.S. Census Bureau, 2000 Decennial Census Table B01002, 2014-2018 ACS, Table B01002.

Most residents in Oregon City were between 20 to 59 years old. Oregon City had a lower share (19%) of residents over 60 years of age than Clackamas County and Oregon, but a similar share of residents over 60 years of age as the Portland Region. Therefore, recognizing that Oregon City has a relatively younger population, it is imperative that agencies responsible for providing training and educating of the workforce do a better job in reaching the community's young people and provide the type of training

that can garner a livable wage. Otherwise, young people will leave in search of a better life for themselves.



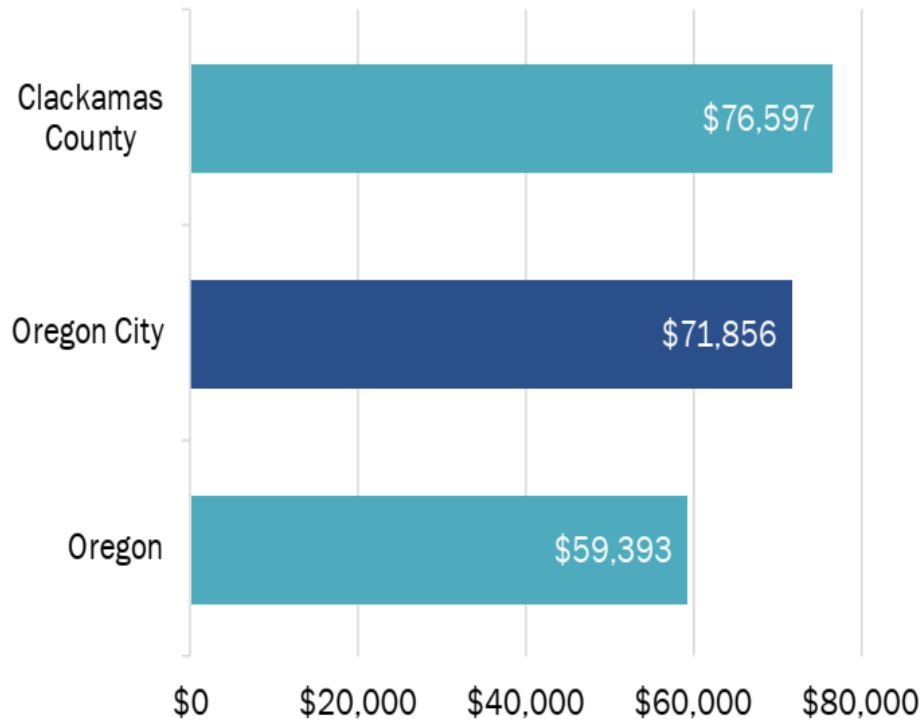
Graph 7. Population Distribution by Age, Oregon City, Clackamas County, Portland Region, Oregon, 2014-2018. Source: U.S. Census Bureau, 2014-2018 ACS, Table B01001.

Income

Income and wages affect business decisions for locating in a city. Areas with higher wages may be less attractive for industries that rely on low-wage workers. In the 2014-2018 period, Oregon City's median household income (\$71,856) was below the county median (\$76,597). In 2018, average wages at private businesses in Oregon City (\$46,524) was also below the county average (\$52,589).

Between 2000 and 2018, Clackamas County's and Oregon City's average wages increased, as did average wages across the state and the nation. When adjusted for inflation, average annual wages grew by 24% in Oregon City, declined by 2% in Clackamas County, and grew by 11% in both Oregon and across the nation.

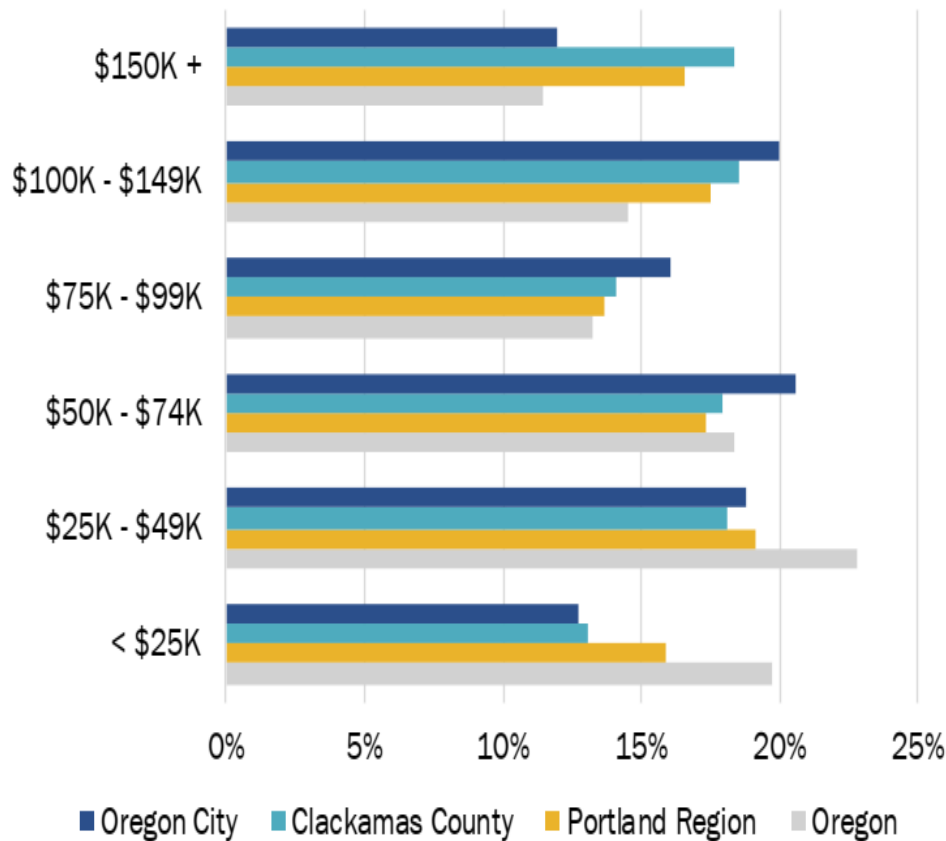
Workers that are paid higher wages usually have the skills that justify their pay, hence, attracting the type of companies that the City's Economic Development Department is targeting. Such employees have more disposable income to attract higher-end retail and increase the local tax base to pay for schools, fire, and police.



Median household income (2018 dollars)

Graph 8. Median Household Income, Oregon City, Clackamas County, Oregon, 2014-2018

Source: U.S. Census Bureau, 2014-2018 ACS 5-year estimate, Table B25119.



Graph 9. Household Income, Oregon City, Clackamas County, Portland Region, Oregon, 2014-2018 Source: U.S. Census Bureau, 2014-2018 ACS 5-year estimate, Table B19001.

Educational Attainment

The availability of trained, educated workers affects the quality of labor in a community. Educational attainment is an important labor force factor because firms need to be able to find educated/trained workers.

In 2019, Oregon City has a higher percentage of its population, 25 years and older, with a high school education (25.8%) and with some college or associate degree (40.5%) compared to Clackamas County and Oregon.

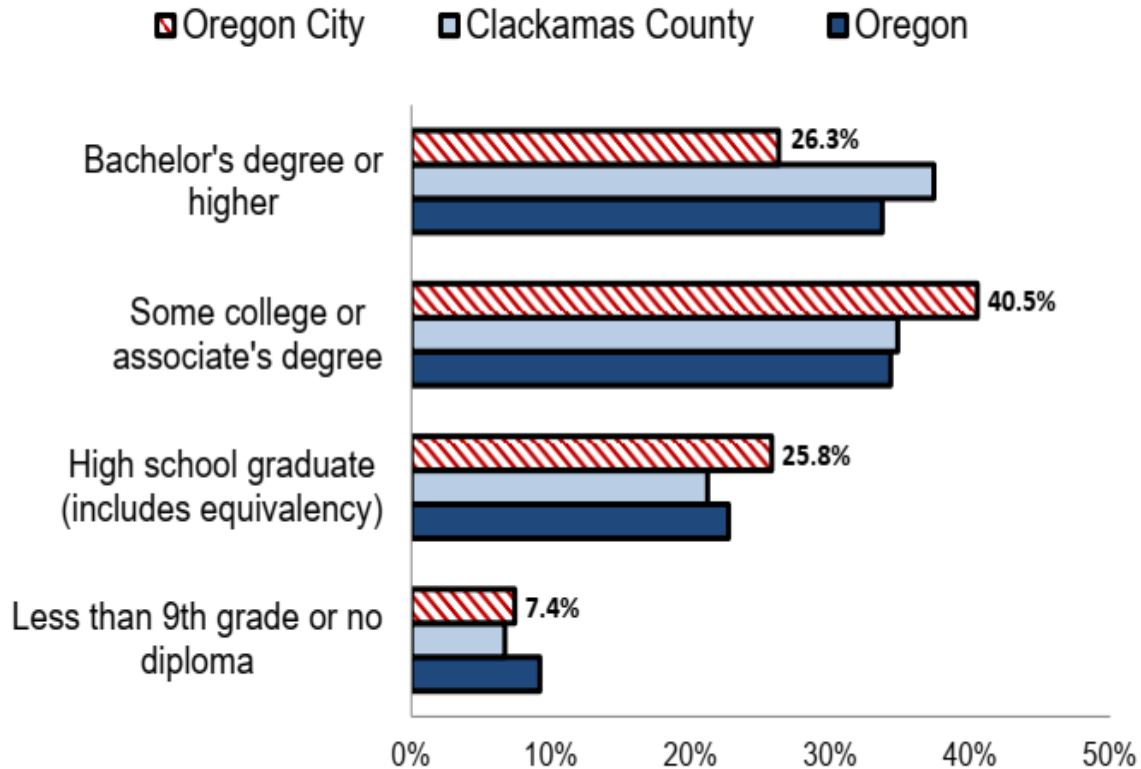
On the other hand, Oregon City has a much smaller portion of its population with a bachelor's degree or higher (26.3%) than either Clackamas County or Oregon.

When compared to the Clackamas County and the State of Oregon, residents of Oregon City show a greater percentage of its residents that did not fully complete their college or associate-level education, although more of the City's residents did complete high school or its equivalent than the County or State.

The need for programs and initiatives that help individuals complete what they have started with regard to their educational or training goals will go a long way in attracting the type of companies that can help sustain workers' quality of life.

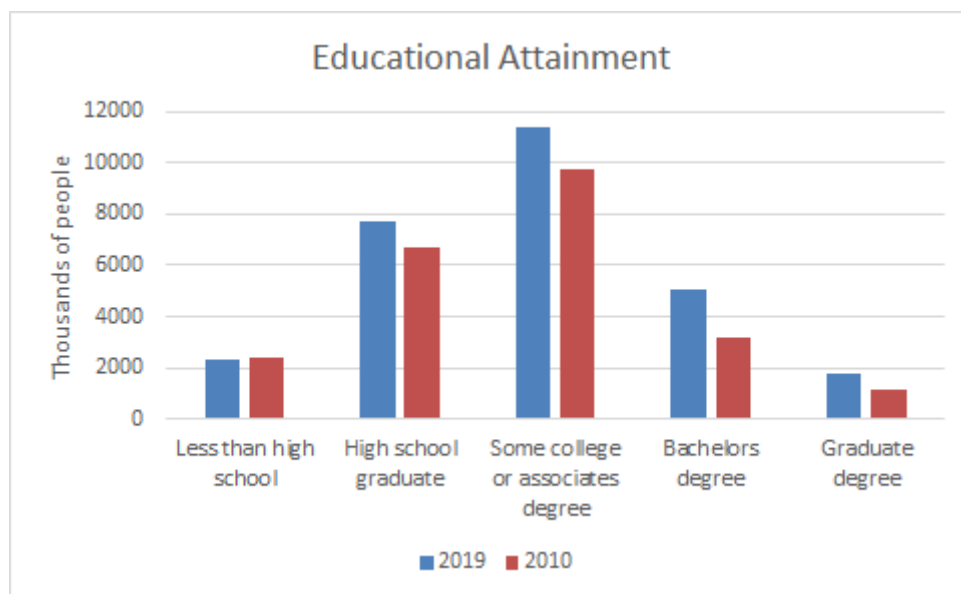
Educational Attainment: 2019

Population 25 years and over



Source: U.S. Census, 2019 ACS 5-year estimates

Graph 10. Educational Attainment by Area. Source US Census 2019 ACS.

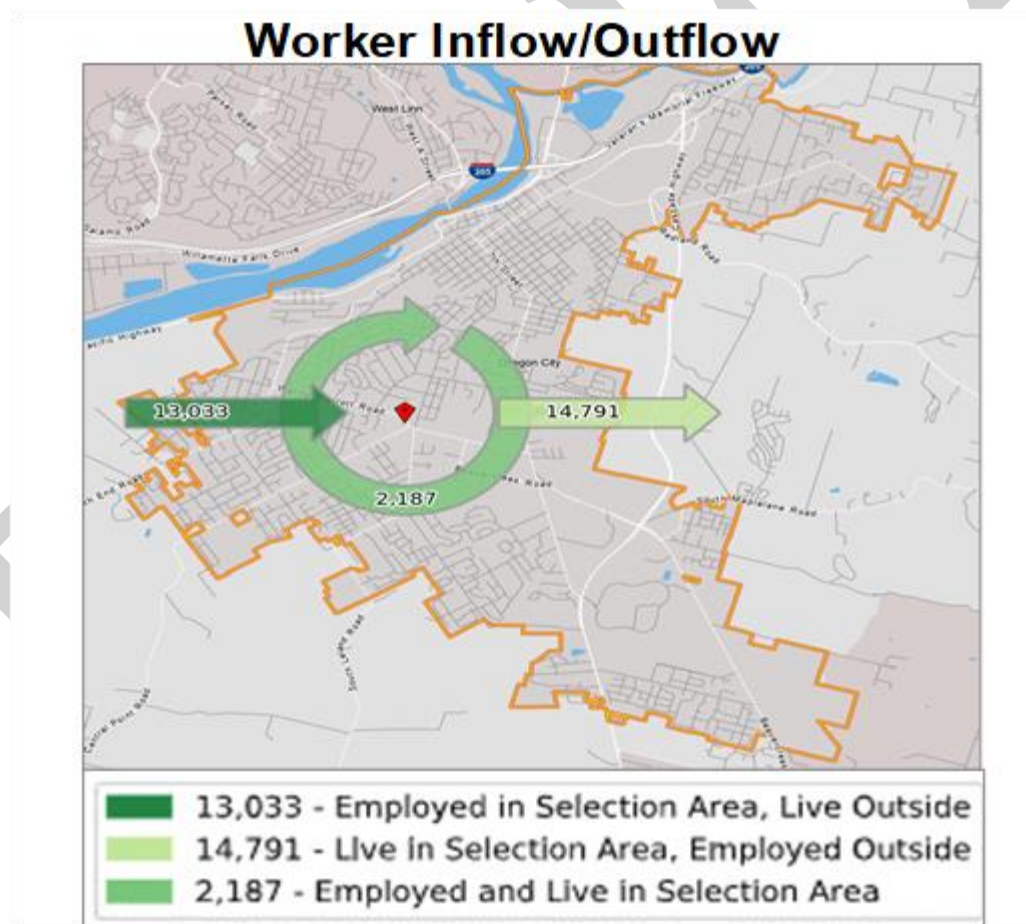


Graph 11. Educational Attainment in Oregon City. Oregon City GIS Department. ESRI Data. Generated 8/26/21.

As with any socio-economic data, it's important to recognize the overall trends. Between 2010 and 2020, Oregon City added 10,131 new residents.⁹ The people moving to Oregon City come from across the educational spectrum. However, the rate of change within educational attainment levels was greatest among those with an associate degree or some college, and those with a bachelor's degree.

Commuter Travel Patterns

Most people who work in Oregon City travel from outside of Oregon City to get to their place of employment. In 2018 for example, more than 13,000 employees came to Oregon City during the work week, or approximately 85.6% of the local workforce.¹⁰ On the other hand, there were 14,791 Oregon City residents who traveled outside of the community to get to their place of work. Meanwhile, fourteen percent of the local workforce or 2,187 workers, lived and worked in Oregon City in 2018.



Oregon Employment Dept. Used with Permission.

⁹ Goodman, Beth and Sadie DiNatale. Page 8.

¹⁰ Wallis, Lynn. Business and Demographic Fast Facts, Oregon City. June 23, 2021. Oregon Employment Dept.

With existing commuter travel patterns as mentioned, the desire to work closer to home, the volatile changes in gas prices, increases in greenhouse gases, and the potential for new toll roads, conditions are ripe for new initiatives to enable more people to work where they live. More Oregon City residents working where they live would translate into more revenue being generated and spent locally and possibly circulating longer before finally leaving the city. This helps with supporting existing local small businesses and attracting new entrepreneurs.

Oregon City's Workforce

The availability of trained workers in Oregon City will impact the development of its economy. A skilled and educated populace can attract well-paying businesses and employers and spur the benefits that follow from a growing economy. Key trends that will affect the workforce in Oregon City over the next decade include its growth in its overall population, changes in the age of the population, incomes, educational attainment, access to housing, and commuting trends.

A resilient economy depends upon the availability and depth of experience of the local workforce. Oregon City relies upon trained individuals and access to a pipeline of talent. Like firms throughout the region, companies large and small in Oregon City are currently reporting a shortage of workers as pandemic restrictions have been lifted. In March 2021, Oregon Governor Kate Brown announced two workforce related priorities in her economic recovery plan, including the generation of workforce development opportunities and “Supporting Oregon’s workforce that is currently employed but struggling.”¹¹

Likewise, Oregon City will support and expand its local workforce by identifying resources and fostering connections to enable employers to provide quality jobs and secure the employees that they need to be successful. An effective workforce development approach relies upon partnerships with workforce development, employment department, education and training organizations and employers.

The Economic Development Strategic Plan Steering Committee created a subcommittee on workforce development in late 2020 to inform, research, and guide policy development with the objective of examining the existing workforce in Oregon City. The workgroup met through late spring 2021.

To gain greater insight of the community’s workforce, the subcommittee established several focus groups of people who lived in Oregon City and were between the ages of 18 to 35. Portland General Electric donated the time of its top market research executive to Oregon City to design the protocols of the various focus Groups. The PGE marketing executive designed the focus group survey instrument and trained several City staff on how to facilitate the proceedings of the focus groups.

Oregon City Focus Groups and Interviews

The opportunity to participate in the Focus Groups was promoted on social media, Oregon City’s

¹¹ Sarah Cline. “Oregon Governor Announces 10 Point Economic Recovery Plan.” Oregon Public Broadcasting. March 23, 2021. <https://www.opb.org/article/2021/03/23/oregon-governor-announces-10-point-economic-recovery-plan/> (Accessed May 18, 2021).

website and through flyers posted at Oregon City supermarkets, at a few apartment buildings and in downtown businesses. In addition, social media posts and neighborhood flyers were translated into Spanish. To ensure the best possible participation, a \$30 incentive was provided to each of the participants that took the survey. Sixty-two people initially registered to participate, a total of 50 people actually participated in the survey.

Covid restrictions and the need to host focus groups on the Zoom platform necessarily impacted community participation. Residents with easy internet access were more likely to participate. Economic development staff attempted to address this inherent limitation by hosting information tables at the Farmers Market and partnering with HACC and Worksource Clackamas.

Oregon City partnered with the Housing Authority of Clackamas County to offer an in-person Focus Group at one of HACC's residential properties. In addition, Oregon City also partnered with Worksource Clackamas, promoting the opportunity to participate through the Worksource office on High Street.

Between mid-May and mid-September, nine (9) focus groups were held, 28 phone interviews with individuals were conducted, and 11 one-on-one person interviews took place. Covid safety restrictions mandated that the focus groups be held via Zoom. Most individual interviews were conducted on the phone. The one-on-one in-person interviews took place at the Farmers Market on June 26th and July 10th of 2021.

Themes Heard in Focus Groups/Interviews

Focus Group participants consistently pointed to the City's distinct identity and convenient location as two of its strongest attributes. "Convenient" defined as close to both Portland, with its employment and cultural opportunities, as well as rural locations and their beauty/recreational assets. Oregon City's walkable downtown was positively described. When asked about the attractions or activities that they wished Oregon City could offer, participants referred to the need for more activities for young adults. They liked the trend of interesting restaurants offering a range of different foods, including Corner 14, and requested more of the same.

Barriers to Entry Level Employment

Most survey participants were in an established career or had recently graduated from community college with an identified career interest. Two in-person interview respondents in the first year of college described the benefits of AP instruction and career related support that they had received at Oregon City High School.

Other survey participants described themselves as "uncertain" of their general career goals. They pointed to difficulties in finding "entry level" jobs. While people were generally aware of Clackamas Community College, respondents who were not current or recent students were unaware of the kinds of training that they could potentially receive there. Respondents uniformly had a hard time identifying professional networking and career resources that are available in Oregon City.

The Impact of Coronavirus in Oregon City

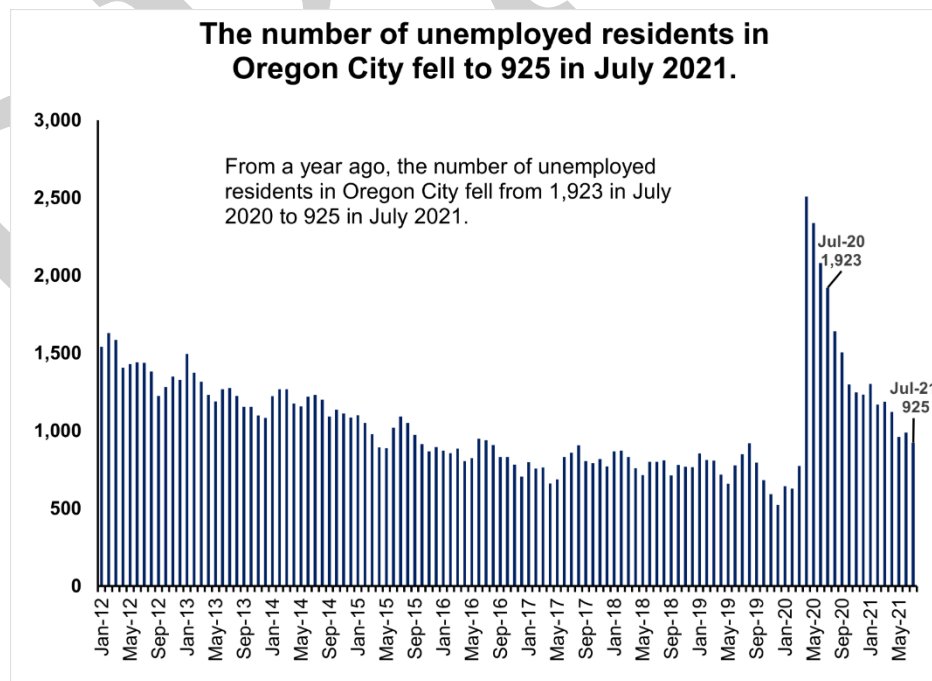
The Coronavirus pandemic has clearly had an impact on Oregon's City economy, and its effects continue to be felt in 2021. In April of 2020, the unemployment rate in Oregon City was a stark 13.4%. A year later in July of 2021, that rate had fallen to 4.7% with 925 people remaining unemployed.

Jobs and Businesses

Statewide, the industries most impacted by Covid were accommodation and food services, followed by construction, manufacturing, and healthcare and social services. Oregon City experienced a similar pattern. In 2021, retail and service employers in Oregon City have faced multiple obstacles in trying to fill available jobs, as uncertainty in the labor market and public health concerns have continued from 2020.

In September 2021, most unemployment benefits came to an end in Oregon, including the extra weekly federal stipend of \$300.00 per week. Many employers and policy makers thought that employees would be returning to work in droves. However, that has not proven to be the case.

As of October 2021, many industries in Oregon and Oregon City have experienced challenges with attracting workers. Surveys conducted by the U.S Department of Labor as well as other agencies have concluded that many workers are not interested in returning to the same low-paying jobs that they once had. Other respondents to surveys indicated that finding affordable childcare still remains a challenge for many households. Due to the virus, other workers have stated that they have experienced an epiphany and are seeking other career options and are not interested in being on the front lines of confronting the Coronavirus.



Graph 12. Number of Unemployed People in Oregon City, 2012-2021

Inflation

As of August 2021, the U.S. Inflation rate was 5.3% higher than in August 2020. Over the summer of 2021, consumer demand has been high but the availability of supplies for goods and services has been low. Although the Federal Reserve has indicated the current inflation rate is temporary, it depends on long is temporary, especially as the Federal Reserve considers pulling back on incentivizing the economy next year.

The Supply Chain (Late Summer/Early Fall 2021)

Supply chain challenges have existed in the United States for many years; however, due to COVID-19, the existing challenges have mushroomed into large-scale disruption. While the virus rages on, labor shortages persist in spite of wage increases and the decrease of unemployment benefits. The demand for goods has increased faster than the distribution system can catch up and adjust itself. Goods that go through the Port of Los Angeles and Long Beach, which represents 40% of the nations of the goods entering the U.S., have been on barges and ships for several weeks and the number of ships have been piling up.

It has been a challenging time for many Oregon City-based businesses. Whether they are restaurants or manufacturing, many businesses in the community have been experiencing both shortages in labor and supplies.

Investment In Oregon City

Despite the disruptions and hardships that the virus has caused, inquiries to buy and develop property in Oregon City has not waned. In fact, inquiries about vacant land owned by the Urban Renewal Commission have been steadily strong. While this is not expected to last forever, Oregon City has an important opportunity to grow in a direction that will have a positive impact on its capacity to establish a more resilient economy for many decades to come.

Strengths, Weaknesses, Opportunities, and Threat Analysis (“SWOT”)

Oregon City has several **STRENGTHS** that should be noted:

- **Good Location**

The community situated within the highly populated Portland Metro Market. There are several major highways, including Highway 99, Highway 213, and I-205 that provide easy access to I-5. By car, Oregon City is less than 30 minutes south of downtown Portland. Businesses in Oregon City have access to the labor force in the Portland Region as well as to graduates from Clackamas Community College.

- **Transportation (blend good location and transportation)**

Oregon City is located on Highway 99, Highway 213, and I-205. Highway 99 is a primary north-south transportation corridor linking travelers to Salem and other communities east of I-5. I-205 is a major north-south interstate that connects travelers to

I-5 and runs into east Portland and Washington. Oregon City's access to markets is, in part, related to its location and its access to transportation. Businesses in Oregon City can access markets in the Portland Region as well as the broader markets via Highway 99, Highway 213, I-205, and I-5. Businesses also have access to markets available via the Port of Portland and Portland International Airport, both of which are 20 miles from Oregon City.

- **Labor market**

The availability of labor is critical for economic development. Availability of labor depends not only on the number of workers available, but the quality, skills, wages, and experience of available workers as well. Commuting is common in Oregon City, with 86% of Oregon City workers living outside of the city and 87% of Oregon City residents working outside of the city. The commuting patterns show that businesses in Oregon City are able to attract skilled and unskilled workers living around the region.

Government and education are the top employment sectors in Oregon City. As the County seat, Oregon City is home to several County and regional organizations such as the Clackamas County Community College's main campus. The College founded in 1966 and is now one of the largest community colleges in the state of Oregon, serving an average of 26,000 students annually.

Providence Health & Services operates the Willamette Falls Medical Center, a not-for-profit acute care hospital in Oregon City employing 670 people. And the Oregon City community is home to Benchmade Knife Company, Inc., premier manufacturer of world-class sports cutlery and edged tools.

The Oregon City's workforce is relatively educated and young. Businesses in Oregon City have access to highly educated skilled workers, nearby college students, and unskilled workers. Residents and businesses in Oregon City have access to students and training programs at Clackamas Community College.

- **Cost of doing business.** Compared to the Portland Region, commercial real estate is traditionally more affordable in Oregon City. However, vacancies for both commercial and industrial property are low, suggesting increasing competition to do business in Oregon City.

- **Tourism and access to outdoor recreation.** Oregon City was established in 1829 and in 1844 was the first incorporated city west of the Missouri River. There are several historic houses and museums situated within the community that stand as a testament to the City's historical significance to the State of Oregon and to the United States. The community's history establishes it as the State's original hometown.

Oregon City does face notable **WEAKNESSES**.

- **Lack of Larger Tracks of Land Flex Space or "Spec" Buildings**

The community lacks available vacant land of 15 acres or more. When seeking to relocate,

manufactures and warehousing facilities have very tight schedules to comeback online. These companies are not willing to wait until the community establishes the necessary infrastructure. Manufacturers, as well as logistic companies, are looking for either available land of ample size and/or existing spec buildings with a minimum of 50,000 square feet.

- **Need for Flex Space or “Spec” Buildings**

The need for flexible space or the lack of “spec” structures hamper efforts to attract manufacturing and technological production-type businesses. On a monthly basis, the Economic Development Department receives requests for flex space and/or spec between 50,000 sq ft up to 100,000 sq ft. Currently, the community does not have buildings of this type and size. The geographic location of the community alone makes having spec buildings or an industrial park an important draw for industrial/technical industry. The more land and/or buildings that the City owns the more it can direct its future.

The community has great **OPPORTUNITIES** in its future:

Oregon City is located on the Willamette River; near several boat launches, Willamette Falls, nature and City parks, the Clackamas River Trail, and golf courses; and less than one hour away from the Gorge Scenic Area. Recently, the City began implementing its Tourism Strategic Plan which will continue to shape and enhance the city’s niche in the tourism market.

Oregon City’s downtown area is an important investment that helps to identify community’s place in the tourism market. A strong, vibrant downtown area enables the entire community to solidify its identity within the region and attracts investment dollars to support important projects. However, without the strong financial support of the downtown businesses in their Downtown Oregon City Association (“DOCA”) the investments made thus far will become stale and dated and the downtown will revisit its unfortunate past. City government will not be able to indefinitely provide financial support to DOCA, a private nonprofit, organized on behalf of the downtown area and its businesses.

Oregon City enjoys easy access to outdoor recreation as well as close proximity to the region’s largest city, Portland. Participants in a focus group hosted by the City’s Economic Development Department cited these attributes as reasons they moved to and/or are likely to remain in Oregon City. As the City and its partners build Oregon City’s Tourism infrastructure, more visitors will come to enjoy Oregon City’s restaurants and explore the community’s attractions. This trend will continue over the next 5 to 10 years, as the City invests resources in its tourism campaigns and the number of attractions, restaurants, and activities continue to increase.

The Urban Renewal District presents some very exciting development and growth opportunities for the community. If applied to stimulate economic growth and to create public investments that complement private investment, the creation of jobs, the broadening of the tax base, and the emergence of a multiplier effect that supports the growth of small businesses will be the resulting impact.

Several **THREATS** endanger the community’s economic growth:

Clackamas County Courthouse – Pending Relocation

An underlying concern is the impending move of the Clackamas County Court from its current location in downtown Oregon City (807 Main Street). Although the County Court will remain in Oregon City, its new location is far enough removed from the downtown threatening the livelihood of many small restaurant businesses. The County Court site downtown is heavily utilized by attorneys, judges, plaintiffs, and many others for a variety legal-related business. As such, restaurants and retail establishments are the benefactors of the heavy use of the County Circuit Court Building.

The relocation of the Clackamas County Court from the downtown area will be felt by the businesses that have come to depend on the people traffic generated by the courthouse. The Economic Development Department will work in partnership with Clackamas County and the Downtown Oregon City Association to implement a full transition strategy to replace the loss of people traffic with that of another opportunity.

Rising Cost of Development

Another area of concern that threatens the overall growth of the community is the rising cost of development in Oregon City. Unfortunately, revenue sources for Oregon City are limited to property taxes, state shared revenues, and charges for services. As a result, Oregon City relies heavily on property taxes and other self-generated revenues including franchise fees, building permits, business licenses, and system development charges. It important that City government find ways to contain the rising cost of development. The danger of increasing business investment costs will either slow or stop business investment altogether within Oregon City.

Skilled-Labor Force Constraints

More technical skilled workers are needed, particularly as an aging workforce reach retirement age or decide to leave the workforce earlier than planned. Meanwhile, younger workers are not replacing older skilled employees in significant numbers because they do not view those jobs as “attractive employment opportunities.” In addition, many parents favor their children attending college as opposed to becoming skilled-trade workers.

The City’s economic development staff interviewed many officials and employees of exiting workforce development organizations on the county and state levels to gain insight as to the challenges that these organizations face in providing workforce development services. The following observations were revealed:

- Lack of marketing/promotion dollars
- Data input and information management is cumbersome and problematic
- The forms are all different but trying to get the same information
- Too many procedures and procedural confusion
- Services provided and collaboration are based on personal relationships
- Agencies protecting their own self-interests
- Lack of efficient/effective coordination
- Too many choices of assistance that few people know about
- Bureaucratic concern as to who gets credit
- Poor follow through and follow up

- Lack of understanding of the customers' needs/not listening
- Bureaucracies believing in their own hype
- Paralysis through analysis
- Lack of written agreements between agencies and employers

Childcare Constraints

Childcare and labor force participation are necessarily intertwined. If a parent is unable to access affordable childcare from a relative or professional childcare provider, then he or she may need to forgo work opportunities and the associated income. Like much of the state, families in Oregon City have faced a critical shortage of affordable childcare options, according to the Oregon Department of Education Early Learning Division.¹²

The COVID-19 Pandemic exasperated the childcare challenges that already existed for many families in Oregon City. Childcare needs to be available and affordable so that many individuals will have the opportunity to be gainfully employed again.

As employers compete for workers and try to build strong relationships with their staff, providing quality care can become an important incentive. Oregon City currently has 26 childcare businesses, serving children from 6 weeks to 12 years old. Importantly, most Oregon City's providers (73%) are home-based business.¹³ The cost for childcare ranges from \$165 to \$190 per week per child for home-based care.¹⁴ Families face a two-sided challenge when it comes to childcare – the number of available provider options is limited, and the cost is high.

As with Workforce, the Economic Development Strategic Steering Committee established a Childcare Subcommittee. In May 2021, the Childcare Subcommittee conducted a survey of Oregon City's childcare businesses. Twelve of Oregon City's businesses responded. When asked what the biggest barriers to growing their businesses, respondents shared the following answers:

Size limitations of our facility	6
Staffing shortages	5
Regulatory requirements for home-based providers	4
Other issue	4
Cost of physical improvements	3
Other regulatory issue	1
Terms of our current lease	0

¹² The State of Early Care & Education and Child Care Assistance in Oregon. Oregon Dept. Of Education and Early Learning Division. Page 1. December 2019.

¹³ Oregon City Economic Development Department Survey, May 2021.

¹⁴ Cited from website www.care.come/day-care/oregon-city-or.

Childcare providers in Oregon City reported strong demand for their services. Many shared that they had long wait lists. They also identified the following concerns:

- Having to open and close in each classroom (hard to schedule staff without them burning out),
- Lack of teacher qualified candidates, long process for Aide I's to increase status and be allowed in a classroom.
- Stable group environments.

Support of policies that enhance the childcare industry helps all industries.

Perception of Not Being Business Friendly

Creating a business-friendly environment should be the collective responsibility of government, private nonprofits, residents, and existing businesses. They all have a part to play in creating a business-friendly eco-chamber.

- **Government**
Clear communication, intentional education, good customer service and thoughtful regulatory stipulations and processes are key elements of a business-friendly environment. Ensuring that the development process and other policies are streamlined, transparent, predictable, and cost contained are key to projecting a business-friendly environment.

It is important that elected officials demonstrate the same commitment and enthusiasm to existing business as they do to new business prospects. Public officials can use speeches, interviews, and other communications to rally the community around a message to support and welcome business investment.
- **Private Non-Profit Entities**
Sponsoring forums on how to support local businesses and how to overcome the challenges of business ownership can go a long way in conveying a supportive business environment. Publicly celebrating business successes (expansions, new product lines, new business) is an important message not only for the business impacted but for other businesses as well.
- **Residents**
Neighborhood Associations that develop or support “buy local” initiatives is important way to establish a community wide enthusiasm for businesses.
- **Existing Businesses**
It takes a long time to make a substantial impact in the community for most small businesses. Where it makes sense, more small businesses should collaborate or form specialized partnerships with one another to address issues that few small businesses can manage alone such as childcare or workforce development.

IV. Oregon City Goals, Strategies and Milestones

The Oregon City 2022-2027 Economic Development Strategy builds upon five central target areas of development:

- A. Business Retention and Expansion
- B. Business Attraction
- C. Entrepreneurship
- D. Urban Renewal
- E. Tourism Development

Each of the five development areas have goals, strategies and milestones. The goals section reveals the direction that each development area should be focused on, while the strategies and milestones sections provide specific direction to guide the Economic Development Department's work over the next five years.

A. Business Retention and Expansion ("BRE")

1. Goal: Retain and Foster Local Business Through Proactive Outreach and Communication

Economic Development staff will meet regularly with target industry businesses to understand and respond to their concerns. Economic Development staff will also meet, from time to time, with other businesses. The purpose of these visits is to better understand and respond to pertinent business concerns. Although BRE visits will focus on Oregon City's target industries, staff will be responsive to all business concerns.

a. BRE Outreach and Support Strategy

The City's economic development department will meet with 5 local businesses every quarter and respond to their needs, relative to growth and/or retention. During a BRE visit, staff will connect local businesses with available development and investment sources. Depending on the company, these resources range from business planning, financing, re-location assistance, and hiring resources, to industry specific development assistance.

- i. Milestone One – Develop a BRE Business Resource kit.

Timeline – March 2022.

- ii. Milestone Two – Complete 20 Target Industry BRE Visits.

Timeline – November 2022.

2. Goal: Workforce Development – Support the Development of a Systemic Skills-Based Training and Job Placement Network

Oregon City's Economic Development Strategy includes specific workforce development strategies that seek to increase and improve the level of collaboration among workforce development partners and private industry. The ultimate outcome is to improve workforce participation and engagement especially for people in the 18- to 35-year-old age range.

The “Talent Ready” Initiative, A Pilot Project

Similar to companies throughout the Portland metro region, and throughout the country, employers in Oregon City are currently struggling to find workers as the economy emerges from a year plus of pandemic related disruptions. At the same time, workers from a variety of backgrounds want “quality jobs” but find it difficult to find this type of employment because many workers do not have the requisite skills for such work.

The City of Oregon City will respond to the needs of both employers and individuals, that want and need technical skill-training by launching its “Talent Ready” Initiative. This program is designed to be a systemic and comprehensive strategy designed to help employers secure talent and prepare individuals for technical skill-related jobs including trade jobs.

Talent Ready creates a close-knit systemic network of workforce development professionals, Job training providers, primary and secondary education partners, social service organizations, and mental professionals who work in a manner that appears, from the outside looking in, as an almost seamless organization. This concept is based on the fact that clients, whether individuals or employers, do not want to see how bureaucracies create sausage and nor should they. Talent Ready is designed to address the needs of the client not only that of the bureaucracies involved in workforce development work. It provides more than technical skill-training but also provides access to “wrap-around” services that exist throughout the network so that people can work.

a. Strategy – Work with Partners to Launch the Talent Ready Initiative

There are several local partners whose involvement will be critical to the successful launch and execution of Talent Ready. These partners include the Clackamas Workforce Partnership, Clackamas Community College, Oregon Employment Department, the Oregon County Department of Human Services, the Oregon City School District, public/private mental health professionals, and business/corporate leaders, just to name a few.

For its part, Oregon City’s Economic Development Department will work with each of these entities to help mitigate entities operating in silos, aid in the development of a united user-friendly network of services, and market the network to the business community and general public.

i. Milestone One: Draft Talent Ready Partnership Agreements

Oregon City will work with each partner to craft Talent Ready Partnership Agreements. The Partnership Agreement will specify roles for each participant and expected outcomes.

Timeline: May 2022 – Initial draft agreements developed.

b. Strategy - Identify and Recruit Participating Employers

Employers clearly play a central role in the effective execution of Talent Ready. They will also be involved in hosting on-the-job training opportunities. Economic Development staff will work

with its partners to identify and recruit employers to be involved in Talent Ready.

i Milestone Two: Recruit Employers

Timeline: September 2022 – Initial draft agreements developed

c. Strategy - Market and Promote Talent Ready

Oregon City's Economic Development Department will utilize its resources to aggressively promote and market the entire workforce development system throughout Clackamas County and beyond. TV commercial ads, billboards, social media outlets, and carefully placed printed media will constitute the arsenal of media advertising.

i Milestone Three: Market and Promote Talent Ready

Timeline: January 2023 – Implement Promotion Activity

3. Goal: Childcare - Increase the Number of Childcare Opportunities in Oregon City for Children Ages 0 to 5 (Pre-Kindergarten).

Oregon City has the goal of increasing the number childcare opportunities for children between the ages of 0 and 5. There are multiple tangible benefits of obtaining this goal, including improved preparation for kindergarten and future academic success for the children, and increased time to pursue income opportunities for child guardians. Increased workforce participation among parents and guardians directly leads to improved family income.

The lack of available childcare has a direct negative impact on the local economy. "Oregon businesses are (also) reporting the impact of quality childcare on their bottom line, as they struggle to find employees or as the effect of unstable, low quality childcare arrangements causes workers to miss days and lose productivity."¹⁵

Childcare businesses in Oregon City almost uniformly reported waiting lists and a shortage of available childcare "spots" in the community. Only one of the childcare companies who responded to the City's survey indicated that they had available openings. Throughout Clackamas County, and the entire State of Oregon, childcare shortages are common.

a. Strategy - Employer-Based Childcare Center Feasibility Study

During the height of the Covid-19 pandemic, working parents lost the childcare structure provided by school. This loss and the accompanying reduction in working hours emphasizes the connection between access to childcare and the ability to work. And as companies struggle to find the workers they need, benefits such as schedule flexibility to support working parents and support for daycare participation, can be an important incentive when recruiting employees.

¹⁵ The State of Early Care & Education and Child Care Assistance in Oregon. Oregon Dept. Of Education and Early Learning Division. Page 1. December 2019.

In initial conversations with a small sample of Oregon City employers, they expressed interest in establishing a new childcare facility in Oregon City that would serve the childcare needs of one or more local employers. The service would either be contained in the same building as one of the employers, or in a location that is close to multiple employers.

Economic development staff will host more conversations with employers to further gauge employer interest and obtain a very preliminary number for the range of potential children who could potentially participate. If the feasibility study shows a strong desire to proceed with the development of a childcare center, a public/private partnership should be pursued with the City providing reduction in permitting costs as well as some form of financial support.

i Milestone One: Complete Childcare Feasibility Study

Timeline: June 2022 – Dec. 2022

ii Milestone Two: Identify 3 to 5 employers to support funding a childcare center

Timeline: Dec. 2022

b. Strategy - Recruit New Childcare Providers to the Community

Across the state of Oregon, families are struggling to find quality, affordable childcare.¹⁶ Oregon City is no exception. One local provider reported that she receives inquiries for childcare spaces on a weekly basis. The Covid-19 pandemic forced childcare centers to close or reduce capacity, making it more difficult for families to access care. While many of the 2020 restrictions have been minimized, childcare centers reported in June 2021 that they remain operating at two-thirds of their desired capacity.¹⁷

Economic Development staff will identify and attract 1-3 new childcare businesses to Oregon City during the 2022-2027 period. The Childcare Subcommittee of the Oregon City Economic Development Strategy Steering Committee supported the goal of creating additional childcare capacity in our community, at either through more home-based establishments or via the creation of a center-based facility.

To the extent possible, City staff will support existing providers. For example, it is important that staff monitor the availability of funds that will come to Oregon and Clackamas County through the American Rescue Plan Act. If a competitive application becomes available for individual providers to apply, the Oregon City Economic Development Department will inform community childcare providers.

¹⁶ Early Learning Division, Oregon Dept. of Education. The State of Early Care and Education and Child Care Assistance in Oregon. December 2019. Page 1.

¹⁷ Early Learning Division, Oregon Dept. of Education. Press Release July 21, 2021. “New Report Shows How Covid-19 Heightened Challenges for Child Care Providers.”

- i Milestone Three: Attract 1 to 3 new childcare businesses to Oregon City

Timeline: Dec 2023

c. Strategy - Improve Affordability of Childcare by Helping to Reduce its Cost

In addition to increasing the number of childcare opportunities, the cost of care is also a significant issue. For 20% of the Oregon workforce that left their job in 2020, the primary reason cited was the cost of childcare. Childcare costs vary depending upon the age of the child and the childcare setting. Home-based childcare is typically smaller than center-based care and is generally, less expensive. The location of childcare is also a factor; Oregon City is part of the Metropolitan Statistical Area for Portland. Oregon City's prices therefore tend higher than more rural areas of the state.

- i Milestone Four: Establish a Forgivable Loan Fund

Timeline: April 2022

4. Goal: Business Advocacy – Establish a Business-Friendly Posture

An “ombudsman” is an advocate, a proactive partner who works to resolve conflict between business and government with respect to regulatory-related issues. Oregon City's Economic Development staff along with other City staff will serve the community's businesses by providing timely information and supporting business efforts to gain access to development resources and information.

Staff will meet directly with businesses, sometimes proactively and at other times responding to direct requests for assistance. Economic development staff will also attend pertinent meetings of interest to local business leaders. By advancing an “ombudsman” system, economic development staff are publicly committing to advancing a responsive and positive partnership approach between City government and the community's business investors.

- a. Strategy - Provide Customer Service Training to City Staff

The Oregon City Economic Development Department will engage a consultant to help construct a customer service program. The program will have the following features:

- development of user-friendly documentation for the public
- proactive outreach and education for the public
- active listening skills for the front line, public facing city staff
- principles of problem-solving
- customer service feedback

- i Milestone One: Develop Customer Service Training Program for City Staff

Timeline: March 2022

- ii Milestone Two: Establish Standard Operation Procedures for Ombudsman Engagement

Timeline: November 2022

b. **Strategy – Maintain a data base to track business customer/client engagement**

Keeping a record of customer engagement services as a documented record of quality of service and outcomes. When reviewed periodically, the record serves as a method to help improve service as well as establish a statistical analysis of customer engagement.

i **Milestone Three: Establish a customer record management data base**

Timeline: December 2022

B. BUSINESS ATTRACTION

1. GOAL: Attract New Businesses to Oregon City

The City's Economic Development Strategy offers goals aimed at fostering a **diverse, resilient and vibrant** local economy. Local utility companies can plan a major role in helping to attract major investment to a community. Local utility companies will be invited to participate in Oregon City's business attraction strategy.

The strategy supports actions, policies and programs that foster an environment for growth by targeting certain industry clusters including

***Light manufacturing and assemblage**

***Logistics and wholesale distribution**

***Healthcare**

***Professional, Scientific, and Technical Services (especially electronic connectivity)**

***Tourism**

a. **Strategy – Establish an Inventory of Available Property for Purchase/Development**

Provide a platform for commercial realtors and property owners to share information about available commercial buildings and developable land. The platform would be free to use. Economic development staff would encourage realtors to maintain up to date information on the website and would monitor the site's accuracy.

i **Milestone One: Create an Inventory of Available Property with the Community**

Timeline: February 2022

b. **Strategy – Identify Properties That Could be Purchased by the City**

Oregon City is surrounded by areas of unincorporated Clackamas County along its eastern, southeastern and southwestern boundaries. Regular population growth and infrastructure

changes may require the city to acquire new land. Other factors may also be at play, including the potential growth of a local company that could lead to a significant increase in the number of local family wage jobs.

Oregon City staff will maintain current information on available properties and developable land. Staff will actively monitor opportunities to identify potential parcels of land within the urban growth boundaries that would benefit the growth of local employment and/or target industries. Oregon City staff will move to begin annexation proceedings in the event favorable sites become available for future business investment.

i Milestone Two: Identify Properties for City to Purchase

Timeline: On-going

c. Strategy – Develop Marketing/Promotion Strategy to Attract Companies within the Industry Cluster Group

Oregon City's industry clusters are among the primary economic drivers in the local economy:

- They provide competitive wages for their employees
- There is a strong concentration of firms in the industry and in supportive functions

i Milestone Three: Implement Business Attraction Strategy

Timeline: March 2022

d. Strategy – Launch a New Oregon City Economic Development Website

The Oregon City Economic Development Department will establish a separate website from that of the City's regulatory and community-related information website. Although the economic development website will feature the City's logo and provide links to the City's regulatory-related information, the information contained in it will be tailored to aid with business investment and growth.

i Milestone Four: Establish a New Economic Development Website

Timeline: February 2022

e. Strategy – Develop/Implement the Urban Renewal District's Plan

To date, much has been done to develop the Urban Renewal District's plan, including its vision and methodology for making decisions on investments. This work will continue in earnest up to the requirement of seeking voters' approval to use tax increment to create jobs and improve infrastructure.

i Milestone Five: Complete Urban Renewal District Plan

Timeline: April 2022

2. GOAL: Examine The Potential Of Establishing Fiber Optic Network in Oregon City to Serve The Business Community And Households

Advanced broadband capabilities are becoming more widely acknowledged as a basic necessity to support competitive businesses and to meet the growing digital needs of consumers. In its November 2020 report, The Oregon Broadband Advisory Council stated that “Once viewed as a luxury, broadband increasingly is seen as a necessity, as essential infrastructure and service.”¹⁸ Fiber Optic Technology is a specific form of broad band communications and arguably is among the best high speed communication technologies currently in existence. Fiber Optic technology ensures that companies of all sizes can securely conduct their online business.

Making Fiber Optic Technology readily available to local companies will enhance Oregon City’s regional competitiveness. A city-wide fiber optic network would serve both businesses and residents. A study of a potential city-wide network will examine the cost and technology barriers faced by many residents and business owners and, hence, the demand for this type of service.

a. Strategy - Develop an RFP to identify broadband consultants to conduct a feasibility study

The Oregon City Economic Development Department will issue a Request for Proposals (“RFP”) to identify a suitable provider to conduct a detailed Feasibility Assessment of a City-Wide Fiber Optics Network. Whether owned by the City or operated through a public/partnership with a fiber optic vendor, the study will determine the feasibility and estimated costs of providing fiber optic technologies to both businesses and homes throughout Oregon City..

i Fiber Milestone One: Issue RFP to broadband consultants

Timeline: Done

b. Strategy – Identify a broadband consultant to begin the work of conducting a feasibility study

i Fiber Optic Milestone Two: Identify a broadband consultant

Timeline: Done

c. Strategy – Conduct the feasibility study

i Fiber Optic Milestone Three: Complete the Feasibility Study

¹⁸ Oregon Broadband Advisory Council Report. November 1, 2020. p. 5 Accessed 7/15/21.

https://www.oregonlegislature.gov/citizen_engagement/Reports/OBAC%202020%20Report%2011-1-2020.pdf

Timeline: August 2022

C. ENTREPRENEURIAL SUPPORT

Not all business growth and development will come from existing companies or from businesses relocating to Oregon City. It is important to recognize that engaging in “entrepreneurial gardening” will result in the type of business investment that could have long and enduring roots in the community. Companies that find their beginning in a community and grow to larger businesses are more likely to remain in the community due to a variety of factors such as family connections, community pride in the product or service provided, and a closer connection with the labor force. Furthermore, when local companies are successful, they are more likely to reinvest in their workers and community. For these and other reasons, the Oregon City Economic Development Department will work to support small business startups.

1. GOAL: Provide Greater Technical Assistance to Small Business Startups

The City’s Economic Development Department will nurture the growth of startups by connecting them to a variety of existing and new business development resources. In addition, the economic development staff will serve as strong advocates on behalf of small business startups affording them opportunities that larger more established businesses have utilized.

a. Strategy – Technical Assistance Partnership Agreements

There exists a variety of technical support resources for small businesses; however, no doubt some are better than others at providing technical services to businesses with 25 or fewer employees. The City’s Economic Development Department will actively seek to partner with only those entities that actively and demonstratively provide impactful services to startup clients such as the Micro Enterprise Services of Oregon, and several others.

- i Entrepreneurial Support Milestone One: Draft technical assistance partnership agreements

Timeline: February 2022

2. GOAL: Support The Development of New Market Opportunities For Small Businesses

The startup stage of small businesses, usually between one to five years, is a very venerable point in the development of entrepreneurial endeavors. It is at this stage that business startups should obtain assistance in strengthening their foundation and market entry.

a. Strategy – Support the Development of New Market Opportunities

For its 2021-2022 annual operating budget, the City of Oregon City budgeted approximately \$10.7 million for professional and repair services, operating materials and supplies and office

and administration supplies (see Table 6). The economic development department will work with other City departments to create a City-wide procurement program that directs a portion of its expenditures to community-based supply and service providers, to the greatest extent possible.

Professional & Technical Services	\$2,790,577
Repair & Maintenance Services	\$3,493,204
Operating Materials & Supplies	\$3,412,506
Office & Administrative Supplies	\$992,534
Total	\$10,688,821

Table 6 – Selected categories from the Oregon City 2021-2022 Annual Operating Budget

i Entrepreneurial Support Milestone Two: the Oregon City Small Business Purchasing Assessment

In preparation to launch this program, the economic development department will first conduct an evaluation of City purchasing to understand what level of purchasing is currently directed to Oregon city-based businesses. It is necessary to identify local businesses that may have the capacity to grow further when provided the opportunity to serve the City's purchasing needs.

Timeline: June 2022

ii Entrepreneurial Support Milestone Three: Develop Procurement Program Guidelines.

Work with other City departments to develop procurement guidelines.

Timeline: November 2022

iii Entrepreneurial Support Milestone Four: Promote the City's Small Business Purchasing Initiative

Develop marketing/education material to promote the program.

Timeline: January 2023

3. GOAL: SUPPORT ENTREPRENEURIALISM

a. Strategy – Develop a Loan Program for Small and Start-up Businesses

In addition to technical support and identifying new market opportunities, the City's Economic Development Department will directly provide financial resources to business startups. The department will establish The Small Business Growth and Retention Loan Fund, a low-cost, "patient money" loan program for Oregon city-based businesses. Eligible expenses will include working capital, building renovations, and machinery and equipment purchases.

- i Milestone Five: The Small Business Growth and Retention Loan Fund Program

Timeline: November 2022

D. URBAN RENEWAL DISTRICT

The Urban Renewal District is the single most important tool that the City of Oregon City has to help encourage and direct investment that will create jobs, build industry, and further develop the community. During its retreat to reestablish the District, Urban Renewal Commission recognized the Urban Renewal District is a valuable economic development tool. Hence, retooling the District is an important undertaking if the community wants to control and direct its growth and development.

1. GOAL: Develop a Vision Statement and Framework for Decision-Making on New Projects

Oregon City is a historically, culturally, and geographically unique place in the Portland Metro Region. It was established in 1829 and in 1844 was the first incorporated city west of the Missouri River. The community's history establishes it as the State's original hometown. In Oregon City there are historic houses, museums, and Willamette Falls situated within the community that stand as testament to the City's historical significance to the State of Oregon and to the United States.

Oregon City is one of the hubs of the Portland Metro Area. It seeks to attract visitors, new residents who appreciate the community's commitment to quality of life. The City's core is a recognizable, vibrant destination with public and private investment in small-scale shops, a mix of restaurants, and cultural amenities that reflect the area's diversity.

Within the Urban Renewal District ("the District") residents live, work, and play while having access to various amenities including vibrant visitor experiences that attract the public during both the day and night; well-presented historical venues that provide visitors different vantage points of the community's past; enjoyable recreational opportunities of various types and venues; livable environs that enhance one's quality of life, efficient transportation options that

move people in and around the District; and sound investments in public infrastructure that complement and support private investment.

Overall, the District's project expenditures are fiscally conservative and do not saddle future generations with long term environmental or economic burdens. For-profit business operations provide long-term employment, helps broaden the tax base, and provides a positive rate of return to the Urban Renewal District.

a. Strategy – Develop a Vision Statement and Framework for Decision Making through a Series of Retreats

- i One: A New Vision Statement and Framework for Decision-Making

Timeline: December 2021 (Done)

2. GOAL: Revise the Existing District Plan

Revise the outdated existing Urban Renewal District Plan.

a. Strategy - Hire a consultant to update the financial and project components of the plan

- i Milestone Two: Update the Financial and Project Components of the Plan

Timeline: April 2022

3. GOAL: Encourage Downtown Residency on Upper Floors of Downtown Structures

a. Strategy – Establish a “Quiet Zone” Downtown

Railroad tracks run adjacent to much of Oregon City's historic downtown. A “Quiet Zone” would establish a series of operational and architectural measures that would result in reduced noise from freight and passenger trains.

- i Milestone Three: Quiet Zone Established

Timeline: 2027

E. TOURISM DEVELOPMENT

The primary tourism goals for the City of Oregon City are to increase tourism-related revenues and employment opportunities within the City. This will be achieved by:

1. Increasing the number of tourists/visitors
2. Increasing the length of stay of the tourist/visitor
3. Increasing the average amount of tourist/visitor expenditures

The Economic Development Department recognizes that what is attractive to visitors can also be attractive to residents and investors, thus providing a quality of life and business development component to the strategy.

1. GOAL: Develop, Grow, and Strengthen the Tourism Industry in Oregon City

Tourism can play an economically beneficial role in Oregon City. It could help businesses grow and provide a better living experience for residents. This is a belief shared by many stakeholders in the community, who have been engaged in helping to realize tourism's full potential.

a. Strategy – Further Solidify the Oregon City Tourism Stakeholder Table

Convene a working group of asset and business operators to share best practices and resources: With Oregon City tourism being relatively young in its development, resources are scarce. For the City to realize its full tourism potential, local stakeholders will have to work together to combine efforts, educate each other on effective practices and share resources where necessary.

i Milestone One: Grow the Stakeholder Group

Involve more private for-profit businesses as well as more private non-profits in the tourism stakeholder group.

Timeline: Ongoing

b. Strategy – Provide Training & Technical Assistance

For Oregon City to grow its tourism industry, it will need to lead local stakeholders in tourism best practices. By providing education and technical assistance that supports a variety of tourism assets in operating in a more effective and efficient manner, as well as offering participatory programming that aligns individual tourism assets with a more compelling city-wide vision, Oregon City Tourism can ensure its relevancy and competitive stance in a crowded, ever-changing market.

i Milestone Two: Establish the Concierge Institute

The Concierge Institute is a high-quality training and technical assistance program for nonprofit tourism-related organizations as well as for-profit tourism-facing businesses, employees, and volunteers. The program will provide various forms of resource assistance to help participants overcome operational challenges, enhance occupational professionalism and secure growth opportunities.

Nonprofit and for-profit entities participating in the program will experience up to eight weeks of training on the business of tourism and organizational and professional development. After completing the training, graduating nonprofits will be eligible to receive grants, paid interns as

well as new volunteers, and marketing. Resources allocated based on their respective needs. Participating historical organizations must agree to a coordinated schedule with other tourism sites within the community. For-profit entities will be eligible to receive marketing and promotion resources. Program participants must also agree to coordinated marketing and outreach strategies designed to attract visitors to Oregon City.

Timeline: Started November 2021

2. GOAL: Establish a Tourism Industry Brand

A destination's brand is an important differentiator in the travel and tourism industry. It helps distinguish one destination from another and helps influence visitor decision making. A well-communicated and understood brand also helps direct marketing efforts to visitor segments who have the highest affinity to the brand, optimizing activity and spending. Brand also serves as a unifying tool to get various stakeholders to come together under one common understanding of the experience they are trying to create.

a. Strategy – Establish a Full-Fledged Marketing Campaign

i Milestone Three: Implement Destination Ready

Destination Ready is a marketing/promotion campaign designed to highlight Oregon City's Tourism industry. Its goals are:

- to establish an ongoing relationship, following, and loyalty status with the Oregon City visitor
- to convey the attributes of **home, history, and play**; and
- serve as a place where the visitor can always come back "home" to recalibrate.

Timeline (Destination Ready): Started November 2021

ii Milestone Four: Establish a Tourism-Related Website

Timeline (Tourism-Related Website): Currently running

b. Strategy – Develop and Implement City-Sponsored Event Program

A "City-Sponsored Event" Program is recognized by the City as a special event that supports the community's tourism industry and promotes the industry's brand. It is usually an ongoing annual special event that grows in recognition to become a marquee event.

i Milestone Five: Develop Program Guidelines and Promote the Initiative.

Timeline: January 2022

c. Strategy – Increase Community Engagement with the Tourism Industry

A destination is its people—they make up the culture and the experience the visitor engages during their visit. Therefore, a tourism product is only as good as the people who support it and its value. Oregon City needs to ensure that the value of tourism is understood by the local community and that the community supports these efforts and create an authentic experience.

Example: The Community Showcase. Oregon City’s Tourism Program developed The Community Showcase initiative to encourage residents to explore historic attractions. Due to COVID-19, the program provided virtual experiences of visiting historic sites while also incentivizing individuals and families to participate via prize drawings for gift certificates redeemable at local restaurants. Ten (10) different restaurants were randomly chosen each month. Oregon City paid the restaurants using the gift certificates.

i Milestone Six: Implement the second round of the Community Showcase

Timeline: February 2022

3. GOAL: Increase the Number of Visitor Experiences (Destination Development)

The City’s Economic Development Department and its partners will be engaged in activities and methods to attract new tourism-related investments to Oregon City. The primary focus will be on businesses that are positioned to enhance the experience of visitors regardless of the season.

a. Strategy – Attract New Tourism-Related Businesses to Oregon

Oregon City Economic Development Department will identify tourist-facing businesses that provide experiences to their customers, i.e., small cruise ship vessels, kayaking rentals, zip-lining, etc.

i Milestone One: Develop Business Attraction Package

The business attraction package is designed to acquaint potential new tourist-facing businesses with the Oregon City community and convey development opportunities that exist here. The package would also describe potential incentives that may be afforded to new investment opportunities.

It is projected that the Economic Development Department will attract 1 to 3 new business investment to Oregon City by June 2023

Timeline (Business Attraction Package): February 2022

4 GOAL: Support the Arts in Oregon City

a. Strategy - Re-establish the Oregon City Arts Commission

The Arts Commission is an advisory body that is charged with engages the arts community in various ways to help encourage tourism, nurture community identification through the public display of sculptures, paintings, decorative features, horticulture enhancements, music, dance, poetry, historical portrayals, and other forms of artistic expression.

- i Milestone One: Re-establish the Oregon City Arts Commission
Timeline: Re-established on October 26, 2021

V. BUDGET INFORMATION

ECONOMIC DEVELOPMENT- BUSINESS PROMOTION

- PROMOTE TOURISM AND SUPPORT ECONOMIC DEVELOPMENT TO FOSTER COMMUNITY SUSTAINABILITY**
- SUPPORT IMPROVEMENTS AND PARTNERSHIPS THAT CONTRIBUTE TO OUR HOMETOWN FELL AND SHOWCASE OREGON CITY'S UNIQUE COMMUNITY IDENTITY**

STRATEGY: PRIORITIZE AND IMPLEMENT THE CITY-WIDE ECONOMIC DEVELOPMENT STRATEGY

Marketing:

- | | |
|------------------------------------|-----------------|
| • Promotional Video of Oregon City | \$20,000 |
| • Digital & Social Media Platforms | \$20,000 |
| • Radio/TV Spots | \$120,000 |
| • Printed Ads | \$20,000 |
| • Billboards | \$60,000 |
| • Economic Development Website | \$15,000 |
| • Brochures & Promotional Items | \$25,000 |
| • Fam Tours (Developers/Investors) | <u>\$20,000</u> |

SUBTOTAL	\$300,000
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Entrepreneurism

Small Business Growth & Retention Fund	\$100,000
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- | | |
|---------------------------|----------|
| • Childcare | \$50,000 |
| • Small Business Startups | \$50,000 |

Infrastructure: Fiber Optics	\$200,000
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TOTAL.....	\$600,000
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TOURISM STRATEGY – TOURISM PROMOTION

TOURISM PROMOTION – DESTINATION READY

- **PROMOTE TOURISM AND SUPPORT ECONOMIC DEVELOPMENT TO FOSTER COMMUNITY SUSTAINABILITY**
- **SUPPORT IMPROVEMENTS AND PARTNERSHIPS THAT CONTRIBUTE TO OUR HOMETOWN FELL AND SHOWCASE OREGON CITY'S UNIQUE COMMUNITY IDENTITY**

STRATEGY: IMPLEMENT THE TOURISM STRATEGY

BUDGET ITEM: Marketing Strategy

• Advertising Campaign	\$180,000
○ TV Commercial Spots	
○ Life-Style Program TV Spots	
○ Print Ads w/Mt. Hood Territory and Travel Oregon	
• Production of Marketing Collateral	\$50,000
○ OC Visitors' Guide Magazine (For trip planners)	
○ OC Visitors' Pamphlets (For on the go)	
○ Fulfillment costs at high volume tourist properties	
• Social Media Campaigns	\$20,000
○ Targeted email campaign (50,000 recipients)	
○ Paid Facebook Targeted to Adults by County or by zip code	
○ KATU Things2Do Segments	
○ Retargeting	
• Digital Assets (Photo, Videos, creative assets)	\$30,000
○ Videography	
○ Photography	
Subtotal.....	\$280,000

BUDGET ITEM: Tourism Projects/Programs

• The Concierge Institute	\$100,000
○ Volunteers	
○ Paid Internships	
○ Working Capital Grants	
○ Consultants	

• The Community Showcase	\$20,000
○ Gift Certificates	
• The Arts Treasure Trove	\$100,000
○ Arts Commission (\$40,000)	
○ Actors/Reenactment/Performing Arts	
○ Beautification/Aesthetics	
• Attraction & Expansion (Experience-based businesses)	\$150,000
○ Small Business Attraction Incentive Grants	
• City-Sponsored Special Events	\$100,000
○ Special Event Grants	
• Tourism Stakeholder Table	\$30,000
○ Fam Tours	
○ Special Projects	
Subtotal	\$500,000
TOTAL	\$780,000

RECAP:

• Economic Development Marketing	\$300,000
• Entrepreneurism	\$100,000
• Infrastructure: Fiber Optics	\$200,000
• Tourism Marketing Strategy	\$280,000
• Tourism Projects/Programs	<u>\$500,000</u>

GRAND TOTAL \$1,380,000

VI. ACKNOWLEDGEMENTS

We thank the members of the Economic Development Strategic Plan Steering Committee for their contribution.

Oregon City	Frank O'Donnell, Commissioner City Commission
Oregon City	Matthew Zook, Finance Dir. Finance Department
Oregon City	Laura Terway, Director Community Development Department
Clackamas County	Sarah Eckman, Deputy Director Business & Community Services
Greater Portland Inc.	Amy Jauron, Vice President of Business Development
State of Oregon..... Analyst/Economist	Lynn Wallis, Workforce Oregon Employment Department
State of Oregon.....	Michael Meyers, Economist Business Oregon (Commerce & Industry)
State of Oregon.....	Colin Sears, Regional Dev. Officer Region 4, Business Oregon
Portland General Electric	Theresa Haskins, Senior Bus Dev. Mgr. (Private Industry)
Oregon City Chamber of Commerce	Victoria Meinig, CEO (Private Industry)
Clackamas Workforce Partnership	Bridget Dazey, Executive Director 501(c) 3 Private Nonprofit

Childcare Subcommittee

Bryan Fuentes, Clackamas County Workforce Partnership
Sandy Meados, Clackamas Education Services
Brett Walkers, Clackamas Education Services

Tracy Moreland, Clackamas County
Laura Terway, Oregon City Community Development
Susan Youngblood, Smart Start Play School

Workforce Development Subcommittee

Gina Bacon, Oregon City Library
Amy Black, Clackamas Workforce Partnership
Irene Carillo, Clackamas Community College
Angela Hartman, Oregon City Pioneer Center
Amy Jauron, Greater Portland Inc.
Peter Walter, Oregon City Planning
Rita Siong – Focus Group Trainer

DRAFT

APPENDIX

PROGRAM DESCRIPTIONS AND STRATEGIES

THE CONCIERGE INSTITUTE

DESCRIPTION

The Concierge Institute is a high-quality training and technical assistance program for nonprofit tourism-related organizations as well as for-profit tourism-facing businesses, employees, and volunteers.

PURPOSE

The program will provide various forms of resource assistance to help participants overcome operational challenges, enhance occupational professionalism and secure growth opportunities.

STRATEGY

Nonprofit and for-profit entities participating in the program will experience up to six to eight weeks of training on the business of tourism and organizational and professional development. After completing the training, graduating nonprofits will be eligible to receive grants, paid interns, volunteers, marketing based on their needs.

OUTCOME

Participating historical organizations must agree to a coordinated schedule with other tourism sites within the community. For-profit entities will be eligible to receive marketing and promotion resources. Program participants must also agree to coordinated marketing and outreach strategies designed to attract visitors to Oregon City.

PARTNERS: HISTORICAL SITES AND MUSEUMS:

- A. End of the Oregon Trail Interpretive & Visitor Information Center
- B. Museum Of The Oregon Territory
- C. Baker Cabin and Pioneer Church
- D. Barclay House
- E. Ermatinger House
- F. Holmes House (Rose Farm)
- G. McLoughlin House (closed)
- H. Museum of the Oregon Territory
- I. Stevens-Crawford Heritage House

- A. PARTNERS: Clackamas County Community College**
Oregon State University
Reed College
Portland State University
Oregon City Public School District
Civic-minded individuals
Oregon City Chamber of Commerce
Downtown Oregon City Association
Oregon City Business Alliance

RESOURCES AVAILABLE

- B. Volunteers
- C. Internships
- D. Training/Education
- E. Working Capital Grants for:
 - 1. Merchandise Inventory
 - 2. Computers/Software/Equipment
 - 3. Website Design

SOURCES

- Partners
- Schools and Universities
- Oregon City Chamber of Commerce
- Downtown Oregon City Association
- Tourism Division/Ec. Dev. Dept.
- The Concierge Institute

THE COMMUNITY SHOWCASE

DESCRIPTION

The Community Showcase. Oregon City's Tourism Program developed The Community Showcase initiative to encourage residents to explore historic attractions. Due to COVID-19, the program provided virtual experiences of visiting historic sites while also incentivizing individuals and families to participate via prize drawings for gift certificates redeemable at local restaurants. Ten (10) different restaurants were randomly chosen each month. Oregon City paid the restaurants using the gift certificates.

OBJECTIVE

The Community Showcase Program is designed to complement the historical visitations with a dining experience while educating program participants about Oregon City's history.

STRATEGY

Once a month, visitors to Oregon City as well as its residents will be incentivized to visit the community's historic sites and museums by offering gift cards that will be redeemed at local restaurants in Oregon City. All the historic sites and museums will be provided with a certain number of gifts cards of a certain amount to be redeemed at 10 different restaurants per month. It will be left up to each historic site and museum to design their own game whereby winners will be awarded a gift card.

OUTCOME

Restaurants would have to agree beforehand to participate in the program. It is anticipated that the program will so popular as to encourage repeat visits to historic sites and museums.

PARTNERS: HISTORICAL SITES AND MUSEUMS:

- A. End of the Oregon Trail Interpretive & Visitor Information Center
- B. Museum Of the Oregon Territory
- C. Baker Cabin and Pioneer Church
- D. Barclay House
- E. Ermatinger House
- F. Holmes House (Rose Farm)
- G. Museum of the Oregon Territory
- H. Stevens-Crawford Heritage House

PARTNERS: OREGON CITY RESTAURANTS

RESOURCES AVAILABLE

- A. Gift Certificates

LINE ITEM

The Community Showcase
Tourism Division/Ec. Dev. Dept.

THE ARTS TREASURE TROVE

DESCRIPTION

This initiative is one that engages the arts community of Oregon City in various ways to help improve the community's aesthetics, encourage tourism, and nurture community identification through the public display of sculptures, paintings, decorative features, horticulture enhancements, music, dance, poetry, historical portrayals, murals, and other forms of artistic expression and entertainment.

OBJECTIVE

Improvement of community aesthetics and increasing interactive forms of art and entertainment aids in "place making," that is, encouraging social gatherings and community engagement within a festive and communal type atmosphere.

STRATEGY – VANTAGE POINT OVERLOOK PROJECT

The view from the municipal elevator overlooking a portion of the downtown Oregon City area needs to be more aesthetically pleasing. From this vantage point, the onlooker sees aging air conditioning units on the rooftops, unattractive roofing conditions, and the back of buildings that need painting.

STRATEGY – ARTS & ENTERTAINMENT SUPPORT

The arts and entertainment industry makes a substantial impact on the development of the tourism industry. Arts and entertainment help to do the following:

- Create a Brand for the Community
- Attract Higher Income Consumers
- Supports Spending in Other Complementary Industries such as retail
- Unifies a Diverse Community

It is the intent of this initiative to utilize the performing arts to help fund raise on behalf of the historic sites and museums by enlisting actors to put on small plays and reenactments.

OUTCOME

Vantage Point Overlook Project - Improving the view from this vantage point is the outcome of this project.

Arts & Entertainment Support – Raising funds on behalf of the historic sites and museums and empowering them with the opportunity to charge admission fee to either their site or off-site.

PARTNERS: HISTORICAL SITES AND MUSEUMS

- A. End of the Oregon Trail Interpretive & Visitor Information Center
- B. Museum Of The Oregon Territory
- C. Baker Cabin and Pioneer Church
- D. Barclay House
- E. Ermatinger House
- F. Holmes House (Rose Farm)
- G. Museum of the Oregon Territory
- H. Stevens-Crawford Heritage House

PARTNERS: DOWNTOWN PROPERTY OWNERS**DOWNTOWN OREGON CITY ASSOCIATION****RESOURCES AVAILABLE****LINE ITEM**

B. Funding

Arts Treasurer Trove
Tourism Division/Ec. Dev. Dept.

ATTRACTION & EXPANSION (EXPERIENCE-BASED BUSINESSES)

DESCRIPTION

Oregon City Economic Development Department will identify tourist-facing businesses that provide experiences to their customers, i.e., small cruise ship vessels, kayaking rentals, zip-lining, etc.

OBJECTIVE

It is necessary to grow the community's tourism industry with new tourist-facing businesses that complement the community's natural resources and outdoor lifestyle.

STRATEGY –

The business attraction package is designed to acquaint potential new tourist-facing businesses with the Oregon City community and convey development opportunities that exist here. This is expected to include the identification of vacant commercial property or joint venture opportunities with existing businesses.

The package would also describe potential incentives that may be afforded to new investment Opportunities, such as grants that would help defray the cost of relocation, rent, renovation of new Oregon City site.

Potential new applicants for the grant funding must be existing businesses for at least 5 years with a strong tourist-facing market base. The business must have employees and is not a home based enterprise.

OUTCOME

It is projected that the Economic Development Department will attract 1 to 3 new business investments to Oregon City by June 2023.

PARTNERS: COMMERCIAL PROPERTY OWNERS (City-Wide)
DOWNTOWN OREGON CITY ASSOCIATION
OREGON CITY BUSINESS ALLIANCE
OREGON CITY CHAMBER OF COMMERCE
COMMERCIAL REALTORS

RESOURCES AVAILABLE

A. Grant Funding

LINE ITEM

Attraction & Expansion Program
 Tourism Division/Ec. Dev. Dept.

CITY-SPONSORED SPECIAL PUBLIC EVENT PROGRAM

Before filling out the application, **READ** the program guidelines and instructions.

GUIDELINES

The Economic Development Department of Oregon City has developed the following guidelines to help maintain the program's objectives and to convey terms and conditions to entities seeking to be designated as a City-Sponsored special event.

City-Sponsored Special Public Events are recognized by the City of Oregon City as “signature public special events” that support the community’s tourism industry and promote the City’s tourism brand. They require use of public rights-of-way and/or use of publicly owned facilities. City-Sponsorship means that the City will provide for the use of certain City-owned assets and City services that it has access to and the capability of providing.

City-Sponsored Special Public Events are well-organized and well-publicized to attract many tourists from around the region as well as city residents and are closely associated with and contribute to the community’s hometown feel as well as to its unique community identity.

The City-Sponsored Special Public Event Program is designed to establish the following objectives:

- Maintain Accountability to City Taxpayers
- Require Eventual Sustainability of Special Events
- Encourage Connectivity to the Local Economy
- Ensure Transparency of the Special Event

TYPES OF CITY-SPONSORED SPECIAL PUBLIC EVENTS

To allow special events of different sizes to benefit from the designation, the City-Sponsored Special Event Program has two broad event categories:

- **City-Region Special Events** – special public events that attract at least 800 to less than 5,000 people and utilizes advertising outlets and tools that reach out to the greater Portland Region. It is most likely that the event will attract more local residents (Clackamas County).

City-Sponsorship thresholds help defray some of the costs of the special event.

City-Sponsorship threshold shall range from \$3,000 up to \$5,000 max total amount. ***Event organizers are responsible for all eligible expenses that exceed the sponsorship threshold cited in the City-Sponsorship Agreement.***

- **City Marquee Events** – special public events that attract at least 5,000+ people and utilizes advertising outlets and resources that help to reach the “mega region.” (see attached map)

City-Sponsorship thresholds help defray some of the costs of the special event.
City-Sponsorship funding shall range from \$5,001 up to \$15,000 max. total amount.
Event organizers are responsible for all eligible expenses that exceed the sponsorship threshold cited in the City-Sponsorship Agreement.

ELIGIBLE VENUES

City-Sponsored Special Public Events are for activities that take place in the City's public rights-of-way, in City parks and in other City-owned facilities.

ELIGIBLE APPLICANTS

To obtain City-sponsorship it will be necessary for the applicant to be in good legal standing with all local, state, and federal regulatory/reporting agencies.

To be designated a "City-Sponsored Special Event" the event organizer/producer must meet the following program criteria:

I. CITY-SPONSORED EVENT ORGANIZERS MUST DEVELOP A METHOD THAT SUBSTANTIATES VISITORS' ATTENDANCE LEVELS

Ensuring that City-owned resources are invested into a growing or stable and viable enterprise is essential so that the event helps the local economy and has public support.

II. INSURANCE

Organizations, businesses, or individuals that produce special events should already have commercial liability insurance as their normal risk-mitigation protocol. Liability Coverage: \$2,000,000 for each occurrence and \$4,000,000 for an aggregate occurrence

III. APPLICANTS MUST INVOLVE MULTIPLE VENDORS IN THE SPECIAL EVENT

In the provision of goods and/or services to visitors of the event, all applicants must engage multiple vendors who are not associated or affiliated with the primary producers of the event. Whenever possible, Oregon City-based vendors should be given preference in their participation in the special event. City-Sponsored Special Events are designed to spread the financial benefit to primary producers, other participating vendors, and to the general business community most likely impacted.

IV. SPECIAL EVENTS CANNOT BE SO NARROWLY FOCUSED AS TO ONLY SERVE OR CATER TO ONE TYPE OF AUDIENCE AND/OR ONE TYPE OF MEMBERSHIP. POLITICAL AND RELIGIOUS AFFILIATED GROUPS MAY PARTICIPATE AS VENDORS BUT CANNOT APPLY FOR PUBLIC SPONSORSHIP.

Special events are open to anyone and everyone that want to attend or participate. They do not limit admittance or partnership to only a specified organization or group. (i.e., only engineers, Elks, veterans, physicians, Democratic/Republican Parties, etc.). Groups associated with political parties and/or organized to promote political messaging as well as religious groups organized to convey a religious message and are the primary organizers of a special event are not eligible to receive City-Sponsorship.

V. THE EVENT MUST BE DESIGNED TO INCREASE ATTENDANCE OF RESIDENTS AND TOURISTS AS WELL AS CREATE AN ENVIRONMENT WHEREBY IT IS HIGHLY LIKELY THAT ATTENDEES WILL SPEND MONEY WITH LOCAL BUSINESSES AND OTHER FEE-CHARGING VENUES.

As a consequence of using city-owned assets, it is important that the special public event is designed in such a manner that it greatly enhances the chance that visitors will spend money at local businesses and other fee-charging venues.

VI. THE EVENT MUST SUPPORT THE TOURISM BRAND (*OREGON'S HOMETOWN, WELCOME HOME!*)

The special public event will affix the Oregon City Tourism Logo and brand slogan to all advertising (electronic, digital, social media, physical brochures/pamphlets, signs, event forms, A-Frames, and banners).

VII. CITY-SPONSORED SPECIAL EVENTS CAN HAVE MULTIPLE PRODUCERS/ORGANIZERS OF THE EVENT.

Although not a requirement, partnership is always encouraged to allow the best possible chance/opportunity of ongoing success for the special event.

VIII. CITY-SPONSORED SPECIAL EVENTS MUST BE WELL-ORGANIZED AND PRODUCED

It is important that City-Sponsored Special Public Events be well organized and managed as to serve as a positive contributor to the local economy. A written plan for the event will be necessary that addresses how the event will be managed and how financial resources will be secured to pay for producing the event.

IX. THE EVENT ORGANIZER(S)/PRODUCERS MUST APPLY ANNUALLY TO MAINTAIN CITY-SPONSORSHIP STATUS

The outcome of the last City-sponsored event will be evaluated to determine whether the designation would be bestowed again.

APPLICATION PERIOD

- In the current Oregon City Fiscal Year of 2022, applications for City-Sponsorship will be accepted and evaluated on a first come first serve basis. Eligible City-Sponsored Special Public Events occurring in FY 2022, whereby preparations are already underway, expenditures incurred, and the event **has not** taken place yet, such special public events can be reimbursed against eligible expenditures under the program up to their respective threshold event category. Event organizers would still need to apply for reimbursement (need information as to how population estimates were obtained, and use of the tourism brand logos and slogan required, and proof of where the event was advertised/promoted)
- Starting in Oregon City Fiscal Year 2023, an application period will be established whereby applications will be reviewed and approved (February 1st up to March 31st.) Fully completed applications will be reviewed and approved on a first come first serve basis.

SPONSORSHIP

- **Source of City-Sponsorship** - Oregon City's Economic Development Department will pay for the use of eligible City-owned assets/services up to a specified sponsorship threshold. Compensation will be paid directly to the City department or departments impacted.
- **Eligible Uses of Sponsorship Funding** - City-Sponsorship means that the City will provide for the use of certain City-owned assets and City services that it has access to and the capability of providing. The following are eligible City-owned assets, services, and capabilities:

Logistical support planning and technical assistance provided by City staff

- OC Traffic Control Plan (technical plan)
- OC Security Plan (technical plan) (if applicable)

Applicable Permits/Approvals: Special Event Permit which will include all of the following:

- OC Signage Permits
- OC Parking Permits
- OC Business License
- Oregon City Police Department Approval

Eligible City Assets:

- PCMS Trailers
- Traffic Control and Barricades
- Public Works Personnel Presence (Traffic Control)
- City Police Presence (if applicable)
- Park Rentals

Eligible City Marketing and Promotion Resources

Marquee Special Events only

- ☐ Life-style TV Broadcasts
- ☐ Videography and TV broadcasting
- ☐ AM/PM TV Broadcast Shout Outs - Marquee Special Events only

City-Region Special Events and Marquee Special Events

- ☐ Oregon City Tourism Website
- ☐ Facebook Impression Audits (target marketing)
- ☐ Press Releases - City-Region Special Events and Marquee Special Events
- ☐ Trail News - City-Region Special Events and Marquee Special Events

There are several special event permits that are not handled by Oregon City. Event organizers are responsible for obtaining and paying for the following external permits:

- ☐ Clackamas County Permit
- ☐ OLCC License, plan or permit as applicable
- ☐ Clackamas County Fire District #1
- ☐ ODOT Permit
- ☐ Clackamas County Public Health – Temporary Event Food Service License(s)
- ☐ Proof that the neighborhood has been notified of the event

Disclaimer

The City-Sponsored Special Public Event Program will continue only as long as it receives funding

TOURISM STAKEHOLDER TABLE

DESCRIPTION

The Tourism Stakeholder Table is a group of stakeholders that are convened to share information, develop ideas, and serve as a sounding board on new projects and initiatives impacting Oregon City's tourism industry.

OBJECTIVE

Convene a working group of asset and business operators to share best practices and resources.

STRATEGY –

For the city to realize its full tourism potential, all stakeholders will have to work together to combine efforts, educate each other on effective practices and share resources where necessary. The Tourism Stakeholder group will convene to stay up to date on issues and opportunities and will collaborate on projects that helps the entire tourism industry build a stronger foundation moving forward.

OUTCOME

The Tourism Stakeholder Table will collaboratively produce projects that will build the industry's capacity to evolve into a growing and effective contributor to the local economy.

PARTNERS: TOURIST FACING BUSINESSES
DOWNTOWN OREGON CITY ASSOCIATION
OREGON CITY BUSINESS ALLIANCE
OREGON CITY CHAMBER OF COMMERCE
OREGON CITY HERITAGE COORDINATING COMMITTEE
COMMERCIAL PROPERTY OWNERS

RESOURCES AVAILABLE

A. Grant Funding

LINE ITEM

Tourism Stakeholder Table

DRAFT



CITY OF OREGON CITY

Staff Report

625 Center Street
Oregon City, OR 97045
503-657-0891

To: City Commission **Agenda Date:** 06/07/2022
From: Aquilla Hurd-Ravich, Community Development Director

SUBJECT:

Street Tree List Recommendation from Natural Resource Committee

STAFF RECOMMENDATION:

Consider the information and presentation from the members of the Natural Resource Committee and provide direction to staff and/or NRC.

EXECUTIVE SUMMARY:

The Oregon City Street Tree List was last updated in 2013. Last summer, the City Commission asked the Natural Resource Committee to review and update the Street Tree List while considering climate change, the appropriateness of the species associated with each planter strip size, and evaluate the street tree standard drawing for opportunities to improve future tree health and ensure the best possible opportunity for success.

BACKGROUND:

The NRC spent many months developing a revised *Street Tree List* in an effort to proactively prepare for climate change. Considerations have included tree species hardiness and ability to withstand events such as the 2021 ice storm and ensuring that the right species is recommended based upon the size of the planting strip to ensure tree health and the greatest opportunity for success. The NRC has also evaluated the City's Street Tree Planting Standard Drawing and made suggestions to the Public Works Department for ways to improve tree viability and success. The NRC, Public Works, and Planning staff collaborated on revisions to the Street Tree List and the Street Tree Standard Drawing.

The City Commission asked for NRC's advice on the following items related to the street tree list:

- Review the list with particular attention to tree species that will not cause damage to the adjacent sidewalk.
- Identify the minimum width of a planter strip sufficient for planting.
- Review the City's standard planting detail and assemble a list of planting tips to ensure that all trees have the best possible opportunity for success.

At the conclusion of months of research, collaboration and discussion, the Natural Resource Committee developed a recommendation which is included as an attachment to this staff report.

Highlights of their recommendation include:

- Encourage the City Commission to change the code and not require replanting of street trees in planter strips with widths less than 3 feet. The Street Tree List includes appropriate species should a property owner desire to replant a tree.
- Additionally, when the planter strip is 3 feet or less the recommendation is to amend the code so that property owners are not required to replant elsewhere or pay a fee-in-lieu.
- The recommendation removes some species from the list that have been overplanted.
- Finally, NRC recommends conducting a tree inventory and subsequently reviewing the list or reviewing the list again in ten years if an inventory was not completed.

OPTIONS:

1. Direct staff to proceed with adoption of the Street Tree List
2. Direct staff to proceed with adoption of the Street Tree List and pursue some or all of the NRC recommendations.
3. Provide specific feedback to the Natural Resource Committee and staff for further investigation and bring back revised recommendations.

To: Mayor Rachel Lyles Smith, Commissioner Rocky Smith, Commissioner Denyse McGriff, Commissioner Frank O'Donnell, and Commissioner Adam Marl
 From: The Oregon City Natural Resources Committee - Nancy Broshot (Chair), Samantha Wolf (Vice-Chair), Devon Pilney, Chris Weaver, Brain Kvisler
 Re: Recommended Oregon City Street Tree List

I am pleased to send you the updated street tree recommendations for Oregon City. The Natural Resources Committee spent many months discussing what trees should be recommended based on available growing space, what trees did well during the summer heat wave, as well as which trees were most damaged in February 2021's ice storm. We also took into account the predicted changes in climate as well as pests that are spreading across the country so that trees planted today would be most likely to survive in the future.

Our final list denotes what trees we recommend for specific parking strip widths. We decided to not recommend trees be planted in parking strips less than 3 feet in width. In fact, we encourage the City Commission to change the city code that currently requires that when street trees are removed from parking strips less than 3 feet (the current 2.5 to 3 foot space) they have to be replaced. Most of these areas are in the McLoughlin Neighborhood where roads were widened in the past, leading to these very narrow strips. Trees planted in such small places have higher mortality and often cause issues with sidewalks and streets. We discussed the idea of being required to plant a tree elsewhere on the lot but noted that many of these sites either already have large trees on their lots or have a very small lot that has no room for a tree. We'd like the city to amend the city code to not require home owners replant trees in such spaces, to not have to plant a tree elsewhere on their lots to make up for the lost tree, and to not fine people who choose to not plant a tree. We did list trees that could be planted in such areas if the homeowner does want to have a tree, but do not want people to have to do so. We also think this recommendation should reflect that any tree could cause sidewalk damage.

The recommended list is the result of many hours of work by NRC member Samantha Wolf. She talked with Jim Gersbach from Oregon Department of Forestry Wildfire Program, Kristin Ramstad from Oregon Department of Forestry, Urban and Community Forests Assistance Program, and Glen Ahrens from Oregon State University Extension. Other resources included tree lists from the City of Portland, the City of Milwaukie, the City of Ashland, and Metro.

We removed some current tree choices and placed them on a hiatus list. These are trees that we believe have been overplanted. Having a tree canopy with low diversity can create issues if a disease or pest comes into an area, resulting in a massive loss of street trees (e.g., the result of Dutch elm disease in the past). We also are encouraging the city to have a tree inventory conducted. We do not have accurate data on the percent of each species in the city's canopy. We recommend the city have a future Natural Resource Committee reevaluate our present list again in the future after the tree inventory has been completed or after 10 years from the adoption of this list.

We welcome any questions, concerns, or comments you have about this.

Thank you very much

OREGON CITY STREET TREE LIST (Reso. 13-27, Adopted xx/xx/xxx)

COMMON NAME	SCIENTIFIC NAME	MATURE HEIGHT (ft)	CANOPY SPREAD (ft)	POWER LINE OK?	STRUCTURE	FOLIAGE	FLOWERS, FRUIT, OTHER SPECIAL INTEREST	OREGON NATIVE?	Notes
RECOMMENDED STREET TREES FOR 2.5' TO 3' PLANTING STRIP									
American Hornbeam - Palisade (Carpinus caroliniana 'CCS'	Carpinus caroliniana	30'	15'	yes	upright, narrow	upright variety			
Tschonoskii Crabapple	Malus tschonoskii -3	30	15'	yes	Upright	Lovely reddish-orange to red fall foliage	White flowers, fruit. Often has multiple leaders so careful pruning required to avoid overcrowding.	No	Tougher than most crabapples.
Bigleaf Snowbell Tree	Styrax obassia	35	25'	Yes	upright and pyramidal-oval when young, rounded with age.	dark green above, pubescent beneath	Flowers white, fragrant	No	
Chinese Fringetree	Chionanthus retusus	20	25'	yes	Upright, oval	Fragrant white "fringe-like" flowers	Showy white fluffy flowers at branch tips. Olive-like blue fruits on female trees.	No	
Chinese Pistache	Pistachia chinensis - 4	25	25'	Yes	Oval, Rounded or Umbrella	Green. Red, Gold, Orange or Multicolored in Fall.	Inconspicuous. Flowers in Spring. Fruit Prolific, Red or Mostly Blue Drupe.	No	
Crape Myrtle	Lagerstroemia cultivars -5	20	20'	Yes	Oval, Rounded, Umbrella or Vase	Dark green, usually with a slight gloss.	Showy, Lavender, Pink, Red, Rose or White. Flowers in Summer.	No	
Hedge Maple	Acer campestre	35	30	Yes	Round to oval	Dark green turning yellow	Corky bark that is striking in winter	No	
Paperbark Maple	Acer griseum - 6	25	20	Yes	Narrow to rounded	Dark green above, silvery below turning brilliant red	thin strips	No	
Roughbark Maple	Acer triflorum	25	20'	Yes	Oval	dark green, becoming yellow, orange and/or scarlet in fall;	Flower yellow.	No	
Vine Maple	Acer circinatum	25	10	Yes	Upright, spreading	Medium green turning orange to bright red	Winged fruit resembling bow ties, thrives in shade	Native	
Japanese Snowbell	Styrax japonicus	25	25'	Yes	Rounded, horizontal	Medium to dark green, glabrous above.	Flowers perfect, bell-shaped, 2 cm wide, white with yellow stamens	No	
Japanese Tree Lilac	Syringa reticulata - 7	25	20'	Yes	Pyramidal	Green	White panicles and yellow brown fruit	No	
Eastern Redbud	Cercis canadensis - 8	35	30	Yes	Round	Rich green, heart shaped turning yellow	Small rosy pink flowers with 4-6 dried pods	No	Weak wood, not drought tolerant
Lavelle Hawthorn	Crataegus x lavalleyi - 9	30	20	Yes	Upright, open	Glossy green turning bronze to copper red	White cluster flowers, showy orange-red fruit	No	
Summer Sprite Linden	Tilia cordata 'Halka'	20	15'	Yes	Dense compact crown, sheared appearance	Yellow fall color	JF Schmidt small varietal	No	prone to aphids and sticky sap drop below canopy

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RECOMMENDED STREET TREES FOR PLANTING IN 3' TO 4' PLANTING STRIP									
Trident Maple	<i>Acer buergeranum</i> - 10	25	20	Yes	Oval to Round	Glossy green turning yellow orange red	Exfoliating bark, adaptable to varied conditions	No	Nice looking tree, cool bark, unique leaf, have performed above par (better than Japanese maples in the sun and heat).
Vine Maple	<i>Acer circinatum</i>	25	10	Yes	Upright Spreading	Medium green turning bright orange and red	Northwest native maple, open delicate form, thrives in shade	Native	
Pyramidal Serviceberry	<i>Amelanchier canadensis pyramidalis</i>	30	20	Yes	Very upright	Dark green turning brilliant red and orange	White flowers in spring, dark purple fruit attract birds		not drought tolerant
Allegheny Serviceberry	<i>Amelanchier laevis</i>	25	15	Yes	Upright and oval	Green turning orange	White flowers in spring, blue purple fruit attract birds	No	not drought tolerant
Western serviceberry	<i>Amelanchier alnifolia</i>	25	25	Yes	Vertical, dense		Metro Green Street Tree**	Native	not drought tolerant
Eddies White Wonder Dogwood	<i>Cornus nutalli X florida</i>	40	15	Yes	Dense horizontal drooping	Good red fall color	White flowers	Partly	not drought tolerant
Columnar Goldenrain	<i>Koelreuteria paniculata fastigiata</i>	30	16		Narrow Fastigate	Green turning yellow	Yellow flowers in summer, brown persistent fruits, tolerant of poor conditions	No	
Goldenrain Tree	<i>Koelreuteria paniculata</i> -12	30	20		Round, Open	Green turning yellow	Yellow flowers in summer, brown persistent fruits, tolerant of poor conditions	No	
Japanese Tree Lilac	<i>Syringa reticulata</i>	25	15	Yes	Pyramidal	Green	White panicles and yellow brown fruit	No	
Ivory Silk Tree Lilac	<i>Syringa reticulata</i> 'Ivory Silk'	25	15	Yes	Pyramidal	Green	White panicles and yellow brown fruit	No	
Summer Sprite Linden	<i>Tilia cordata</i> 'Halka'	20	15'	yes	oval	Medium dark green leaves, excellent flowers for pollinators in early summer.	drought tolerant, low maintenance, easy to transplant. Semi-dwarf growth habit	No	Resilient tree, establishes well, prone to aphids and sticky sap drop below canopy
Crape myrtle	<i>Lagerstroemia</i> - larger tree-sized cultivars - 16	25-30	25	Yes	Usually upright, vase shaped	Red to reddish-orange in fall, best in full sun	Fall color varies by cultivar - Natchez = white, Arapaho = deep pink, Muskogee = pale lavender	No	Very heat tolerant but need watering for best flowering.

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Crepe myrtle – Natchez	<i>Lagerstroemia indica</i>	15-25	15'	yes	shrub/tree, vase shape	Dark green, orange/red in fall	Has thin, gray bark that exfoliates, exposing smooth under-bark with varying colors ranging from brown to gray. White flowers	no	Very heat tolerant but flower best if watered in early summer
Crepe myrtle – Arapaho	<i>Lagerstroemia indica</i>	15-25	15'	yes	shrub/tree, vase shape	Dark green, orange/red in fall	Has thin, gray bark that exfoliates, exposing smooth under-bark with varying colors ranging from brown to gray. Deep pink flowers.	no	Very heat tolerant but flower best if watered in early summer
Crepe myrtle – Muskogee	<i>Lagerstroemia indica</i>	15-25	15'	yes	shrub/tree, vase shape	Dark green, orange/red in fall	Has thin, gray bark that exfoliates, exposing smooth under-bark with varying colors ranging from brown to gray. Pale lavender flowers.	no	Very heat tolerant but flower best if watered in early summer
Crepe myrtle – Wichita	<i>Lagerstroemia indica</i>	15-25	15'	yes	shrub/tree, vase shape	Dark green, orange/red in fall	Has thin, gray bark that exfoliates, exposing smooth under-bark with varying colors ranging from brown to gray. Deep purple flowers	no	Very heat tolerant but flower best if watered in early summer

RECOMMENDED STREET TREES FOR PLANTING IN 4 ½' TO 5 ½' PLANTING STRIPS

Pyramidal European Hornbeam	<i>Carpinus betulus "Fastigiata"</i>	35	20		Dense, Upright, Pyramid to Oval	Dark green turning yellow	Retains leaves into winter, small hard nutlets in clusters		strong wood, drought tolerant
Frans Fontaine Hornbeam	<i>Carpinus betulus "Frans Fontaine"</i>	35	15	Yes	Broadly oval	Dark green turning yellow			strong wood, drought tolerant
Cascara, chitum	<i>Frangula purshiana</i>	30	25	Yes	Upright	Green turn yellow	black berries ok for humans but not tasty, good for wildlife		not drought tolerant
Lavelle Hawthorne	<i>Crataegus x lavellei</i>	30	20		Upright	Dark glossy green turning bronze red	White flowers, red persistent fruit		
Saratoga Ginkgo	<i>Ginkgo biloba "Saratoga"</i>	30	30	Yes	Round	Greenish gold turning yellow	Avoid female plants, fruit is extremely messy and malodorous		strong wood, drought tolerant, pest/disease resistant. Beware stinky fruit on female trees
Chitalpa x tashkentensis	<i>xChitalpa tashkentensis</i>	30	30	Yes	Upright	No fall color to speak of	Tubular pink or white summer flowers attract hummingbirds. No seedpods (sterile hybrid). Heat tolerant.		Weak wood, not drought tolerant
Amur Maackia	<i>Maackia amurensis</i>	30	25'	Yes		Blue-green compound leaves. Unremarkable pale chartreuse fall color or none.	Small white flower clusters in summer attract pollinators. Few pests or diseases. Small, flat brown seedpods.		
Golden Colonnade Ginkgo	<i>Ginkgo biloba "Golden Colonnade" -17</i>	45	35		Narrow broadening in age	Medium green turning gold/yellow	Fruitless clone	No	strong wood, pollution and drought tolerant
Windover Gold Ginkgo	<i>Ginkgo biloba "Windover Gold"</i>	40	25'	yes	upright	Medium green turning gold/yellow	Fruitless clone	No	strong wood, pollution and drought tolerant
Princeton Sentry Ginkgo	<i>Ginkgo biloba "Princeton Sentry"</i>	40	15		Narrowly pyramidal	Light green turning bright yellow	Fruitless clone	No	strong wood, pollution and drought tolerant
Osage organge	<i>Maclura pomifera -18</i>	30	35	Yes	oval	fruitless/thornless varieties should only be chosen, leaves turn yellow in the fall	drought sensitive their first few years. Few pests or diseases. Only street tree in Moraceae family.	No	Strong wood, specify male trees only
American Hornbeam	<i>Ostrya virginiana - 19</i>	35	25		Oval	Medium green turning yellow	Male catkins visible in winter, greenish white nutlets	No	
Skyrocket Oak	<i>Quercus robur 'Fastigiata'</i>	45	15		Fastigiate	Dark green turning yellow brown	Interesting oak for very narrow spaces	No	
Chancellor Linden	<i>Tillia cordata 'Chancole'</i>	45	20		Pyramidal, upright	Dark green turning yellow	Yellow fragrant flowers attractive to bees	No	prone to aphids and sticky sap drop below canopy
"WirelessTM" Zelkova	<i>Zelkova serrata 'Schmidtlow'</i>	24	36	Yes	Broadly spreading vase	Medium green turning red		No	
Mushshino Zelkova	<i>Zelkova serrata "Musashino"</i>	45	20		Very narrow upright vase	Medium green	ideal for narrow street, good canopy clearance	No	

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Emerald Sunshine elm	<i>Ulmus propinqua</i> 'JFS Bieberich' - 21	35'	25'	Yes	Upright and vase shaped	Medium green turning yellow	heat and drought tolerant. Native to China	No	Excellent resistance to DED and elm-leaf beetle.
Emerald Avenue European Hornbeam	<i>Carpinus betulus</i> – 'JFS-KW1CB'	40'	28'	no	oval	green in summer, light gold in fall	strong wood, drought tolerant	no	improved form
Beacon oak	<i>Quercus bicolor</i> 'Bonnie and Mike'	40'	15'	no	upright	green in summer, yellow fall color	strong wood, good in wet soils	no	narrow swamp white oak
RECOMMENDED STREET TREES FOR PLANTING IN 6' TO 8' PARKING STRIPS									
European Hornbeam	<i>Carpinus betulus</i>	50	35		Oval to Round	Dark green to golden yellow	Holds leaves into winter	No	
Hackberry	<i>Celtis occidentalis</i> - 22	40	30		Oval	Dark green turning yellow	**Metro Green Street Tree	No	
Katsura Tree	<i>Cercidiphyllum japonicum</i> - 23	40	35		Oval	apricot tones. More orange-red fall color on 'Rotfuchs' cultivar.	trees. Often sends up multiple leaders which requires thinning to produce good structure. Is sole species in its	No	Very drought sensitive.
Persian Ironwood	<i>Parrotia persica</i>	35	20'	yes	Upright	various fall color from butter yellow to orange/red/maroon - sometimes all three on same tree. Interesting bark mosaic of green, white, brown	being new, though mature trees produce many competing branches that grow very thick so careful pruning required to space those out for good form. Few if any pests	No	Strong wood, drought tolerant
Yellowwood	<i>Cladastris lutea</i> - 24	40	35		Round	Yellow to bright green, orange/yellow fall	White fragrant flower clusters	No	
Tricolor Beech	<i>Fagus sylvatica</i> 'Roseo-Marginata'	40	30		Broad Oval	Purple with light pink border		No	
Saratoga Ginko	<i>Ginkgo biloba</i> 'Saratoga'	30	30		Round	Green gold to yellow	Avoid female plants, fruit is extremely messy and malodorous	No	
Golden Colonnade Ginkgo	<i>Ginkgo biloba</i> "Golden Colonnade"-17	45	35		Narrow broadening in age	Medium green turning gold/yellow	Fruitless clone	No	strong wood, pollution and drought tolerant
Windover Gold Ginkgo	<i>Ginkgo biloba</i> "Windover Gold"	40	25'	yes	upright	Medium green turning gold/yellow	Fruitless clone	No	strong wood, pollution and drought tolerant
Princeton Sentry Ginkgo	<i>Ginkgo biloba</i> "Princeton Sentry"	40	15		Narrowly pyramidal	Light green turning bright yellow	Fruitless clone	No	strong wood, pollution and drought tolerant
Shademaster Honeylocust	<i>Gleditsia triacanthos</i> 'Shademaster'	45	35		Vase	Dark green turning yellow		No	specify "thornless" male trees
Skyline Honeylocust	<i>Gleditsia triacanthos</i> 'Skyline'	50	30		Broad pyramidal	Medium green turning golden		No	
Halka Honeylocust	<i>Gleditsia triacanthos</i> 'Christie'	55	40		Upright	Green, yellow fall		No	
Kobus Magnolia	<i>Magnolia kobus</i> - 26	40	30		Round	Dark green	Evergreen leaves and flowers	No	
Royal Burgandy Cherry	<i>Prunus serrulata</i> 'Royal Burgandy'	30	20		Vase	Purple red to red and orange	Pink flowers	No	
Skymaster Oak	<i>Quercus robur</i> 'Pyramich'	50	25		Pyramidal	Dark green turning yellow		No	
Forest Green Oak	<i>Quercus frainetto</i> 'Schmidt'	50	30		Upright w/ strong central leader	Glossy deep green		No	
Glenleven Linden	<i>Tilia cordata</i> 'Glenleven'	45	30		Pyramidal	Medium green turning yellow		No	
Greenspire Linden	<i>Tilia cordata</i> 'Greenspire'	40	30		Pyramidal, symmetrical	Dark green, yellow fall		No	
Redmond Bigleaf Linden	<i>Tillia americana x euchlora</i> "Redmond"	35	25		Pyramidal	light green, yellow fall		No	
Rancho Linden	<i>Tillia cordata</i> 'Rancho'	40	30		Vigorous pyramidal	Small leaves		No	
Frontier Elm	<i>Ulmus</i> 'Frontier'	40	30		Broadly oval	Glossy green, burgundy fall	Resistant to Dutch elm disease and phloem necrosis but moderately susceptible to elm leaf beetles.	No	
Accolade Elm	<i>Ulmus japonica</i> x <i>wilsonia</i>	70	60		Vase shaped w/ arching limbs	Glossy green, yellow fall	Resistant to Dutch elm disease and phloem necrosis	No	Re+K113:P114sistant to elm leaf beetle and dutch elm disease
Triumph Elm	<i>Ulmus</i> 'Morton Glossy'	70	60		Upright oval to vase shaped	Glossy dark green, yellow fall		No	
Green Vase Zelkova	<i>Zelkova serrata</i> 'Green Vase'	50	40		Vase shaped w/ upright arching limbs	Green, yellow fall		No	
Halka Zelkova	<i>Zelkova serrata</i> 'Halka'	45	30		Vase	Medium green turning yellow	Cultivar	No	
Village Green Zelkova	<i>Zelkova serrata</i> 'Village Green'	40	38		Vase to round	Deep green / rusty red fall	Not recommended for high wind areas	No	
"WirelessTM" Zelkova"	<i>Zelkova serrata</i> 'Schmidtlow'	24	36		Broadly spreading vase	Medium green turning red	Cultivar	No	
Musashino Zelkova	<i>Zelkova serrata</i> 'Musashino'	45	20		Very narrow upright vase	Medium green	Good for narrower street, clearance beneath canopy	No	
Hardy rubber tree	<i>Eucommia ulmoides</i>	45-50'	40		Round	dark green, elm like leaves. No fall color.	Moderately drought tolerant, low maintenance, sap is stringy latex "rubbery"	No	
Lacebark elm, Chinese elm	<i>Ulmus parvifolia</i> - 27	40	50		Upright, vase, rounded	Semi-evergreen in some cultivars, others can have good yellow, orange or red fall color.	Exfoliating bark, adaptable to varied conditions	No	Resistant to Dutch Elm disease, phloem necrosis and pollution,
Blue Spanish fir	<i>Abies pinsapo</i> 'Glaucia' - 28	50-60'	20-30'		Pyramidal one young, then broadening	Glaucia' has bluish gray foliage,	Pink pollen cones are attractive against blue foliage.	No	More drought tolerant than other true firs.

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Silverleaf oak	<i>Quercus hypoleucoides</i> - 29	30-65'	30-40'		Upright, becoming more rounded	Gray leaf tops, silvery undersides. Evergreen.	Acorns are good for wildlife.	No	Very drought and heat tolerant.
Canyon live oak	<i>Quercus chrysolepis</i> - 30	30-60'	30-40'		Rounded	Deep gray, evergreen.	Acorns are good for wildlife.	Native	Very drought and heat tolerant.

RECOMMENDED STREET TREES FOR PLANTING IN 8 ½' AND LARGER PARKING STRIPS

Please Note: Species with a * are from Metro's illustrated Guide "Trees for Green Streets". They should be planted in an 8' or larger planter strip, or if in a tree well, at least 5' by 5' with removable pavers to make room for the tree as it grows.

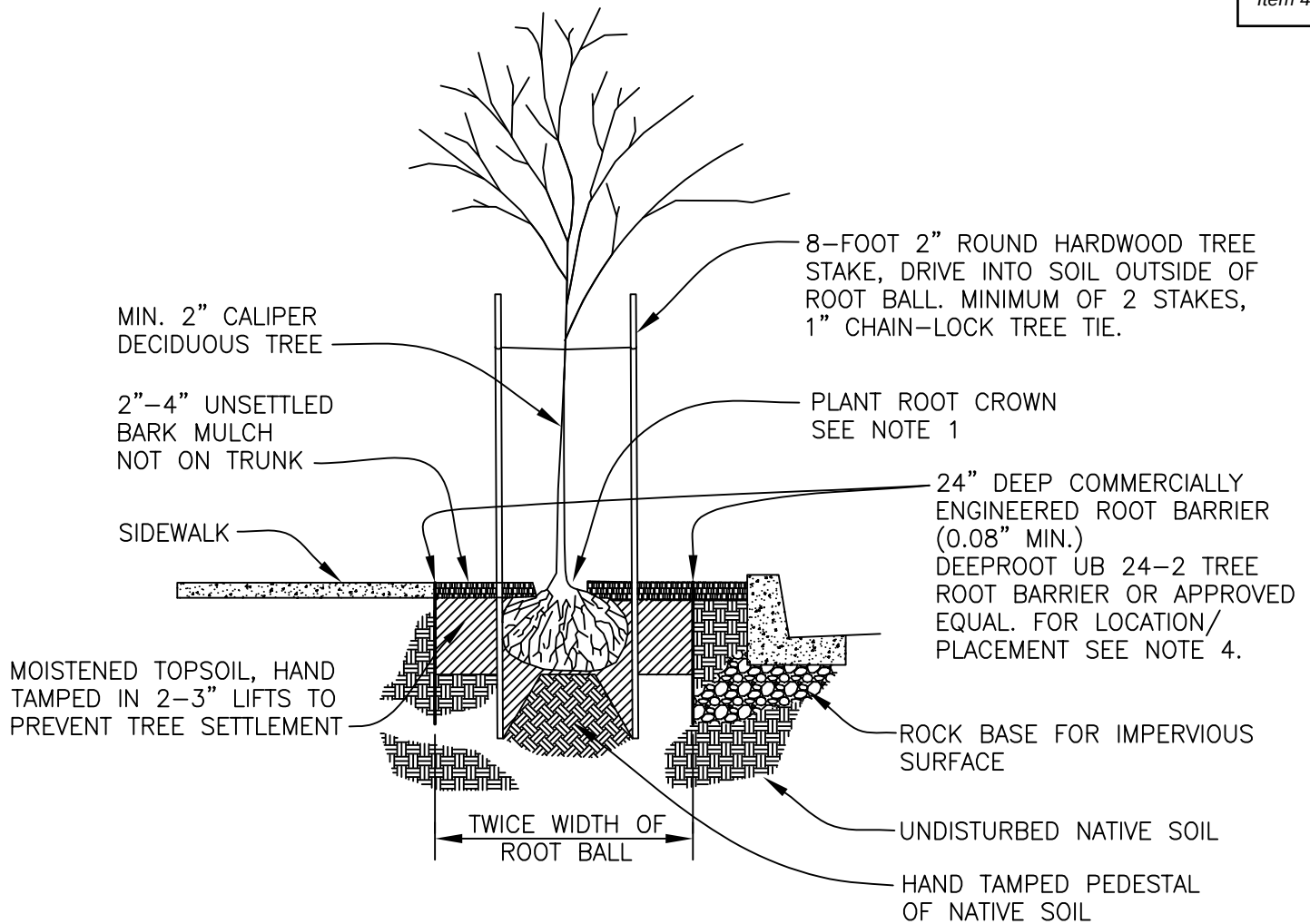
Grand fir	<i>Abies grandis</i>	100	40		Upright, vertical, dense	Needles	Metro Green Street Tree**	Native	
Globe Serviceberry	<i>Amelanchier canadensis oblongifolia</i>	60	40		Round	Green turning bright yellow red	White flowers	No	Not drought tolerant
Katsura Tree	<i>Cercidiphyllum japonicum</i>	40	35		Oval	Blue green turning yellow to scarlet		No	Drought sensitive.
Deodar cedar	<i>Cedrus deodara</i>	80	60		Horizontal, dense		Metro Green Street Tree** Evergreen conifer.		
Atlas cedar	<i>Cedrus libani</i> ssp. <i>Atlantica</i>	60	60		Broad, spreading with age	Green in the species, brilliant blue in 'Glauca'	Metro Green Street Tree** Evergreen conifer.	No	Drought tolerant
Purple Rivers Beech	<i>Fagus sylvatica 'Riversii'</i>	60	40		Oval	Deep purple turning bronze	is easily damaged by the sun. Very shade tolerant. Fairly shallow roots. Casts dense shade - hard to grow anything	No	strong wood
Tricolor Beech	<i>Fagus slyvatica 'Roseo-Marginata'</i>	40	30		Broad Oval	Purple with light pink border	Shade tolerant. Casts dense shade. Not drought tolerant. Fruitless, long-lived. Few pests or diseases. Tolerant of air pollution. Not much wildlife benefit.	No	strong wood
Shangri La Ginkgo	<i>Ginkgo biloba 'Shangri La</i> - 33	55	40		Upright then oval, rounded	Green turning to yellow		No	Drought tolerant once established
Halka Honeylocust	<i>Gledisia triacanthos 'Christie'</i>	55	40		Upright	Green turning yellow	Podless (mostly) and thornless	No	drought tolerant
Kentucky Coffee Tree	<i>Gymnocladus dioicus</i>	70	40		Open	Bipinnately compound leaves turn yellow	Espresso and True North cultivars are podless. Few pests or diseases.	No	strong wood, drought tolerant
Dawn Redwood	<i>Metasequoia glyptostroboides</i>	70	25		Pyramidal to oval	Green turning orange to russet in fall	Deciduous conifer, looks like a redwood in summer	No	
Black Tupelo	<i>Nyssa sylvatica</i>	40	20	Yes	Pyramidal when young, spreading w/ age	Dark green glossy, copper/red in fall	Inconspicuous flowers are good for pollinators and excellent for honey. Birds relish blue fruits.	No	
Chinese scholar tree	<i>Sophora japonica</i>	50	40		Oval	Green, yellow in fall	Metro Green Street Tree**,	No	
London plane	<i>Platanus × acerifolia</i> - 34	100	65		Spreading	Green turning red in fall	Metro Green Street Tree**, Not shade tolerant, needs ample space, somewhat susceptible to disease and pests	No	
Bur Oak	<i>Quercus macrocarpa</i>	80	40		Horizontal, dense	Glossy green above and paler below		No	
Shumard Oak	<i>Quercus shumardii</i>	70	50		Horizontal, open	Glossy, dark green, turning brown to red in fall	Large acorns, tolerates drought and seasonal flooding	No	
Swamp White Oak	<i>Quercus bicolor</i>	60	45		Vertical, dense	Glossy green above, gray / white pubescent below.	some tolerance to drought and urban conditions	No	easy to transplant, good for tree wells, heat/drought tolerant
Oregon White Oak	<i>Quercus garryana</i>	65	45		Vertical, dense	Dark green, round lobed turning brown	Excellent wildlife tree, Needs ample space, sunlight.	Native	drought tolerant, tough to transplant
English Oak	<i>Quercus robur</i>	60	40		Vertical, dense	Dark green above, bluish green below,	Tolerates drought / seasonal flooding, poor soils, prefers well-drained soil	No	
Accolade Elm	<i>Ulmus hybrids</i>	60	40		Vase	Lustrous, smooth, dark green turning yellow	Resembles American elm, Reportedly tolerant of Dutch elm disease, elm leaf miner and elm leaf beetle	No	
Halka Zelkova	<i>Zelkova serrata 'Halka'</i>	45	30		Vase	Medium green turning yellow	Resistant to DED.	No	
Chinkapin oak	<i>Quercus muehlenbergii</i>	45-50'	45	no	round	dark green, brown in fall	tough, drought tolerant	no	
Texas red oak	<i>Quercus nuttallii</i>	50'	45	no	round	green in summer, red in fall	adapted to wet soils	no	
Forest Knight oak	<i>Quercus robur</i> x <i>Q. alba 'Tabor'</i>	50'	45'	no	round	green in summer, orange-red in fall	hybrid vigor, improved resistance to powdery mildew		
Burgundy Vase zelkova	<i>Zelkova serrata 'Burgundy Vase'</i>	60-75'	50-60'		Similar vase shape to Green Vase with better branch angles	Burgundy fall color	Improved canker resistance. Resistant to DED.	No	
Southern red oak, dagger oak	<i>Quercus falcata</i> - 36	60-80	40-60		Straight trunk, open-rounded crown	Reddish-brown in fall but not very showy.	Acorns feed wildlife. Bark dark and furrowed with age.	No	Moderately drought tolerant.
Black oak	<i>Quercus velutina</i> - 37	50-65	50-60		Globe-shaped, spreading crown	Green turning gold, brown or red.	Dark bark. Acorns are excellent food for wildlife.	No	Drought tolerant, tough tree for poor soils.
Cork oak	<i>Quercus suber</i> - 38	70-90	50-60		Tall and spreading	Grayish green.	Thick corky bark - the source of commercial cork.	No	Very drought tolerant.

OREGON NATIVE TREE SPECIES

Please Note: In general, native trees are NOT recommended as Street Trees within parking strips due to the large planting area required (at least 10' wide). There are some exceptions, which are listed above. Large native trees are appropriate behind the sidewalk in a yard or park area. The city encourages the planting of native plants and trees where appropriate. For further information, please refer to the following resources:
OSU Extension Service Landscape Plants website <http://oregonstate.edu/dept/ldplants/native-or.htm#native>
Oregon City Native Plant List <http://www.orcity.org/sites/default/files/Native%20Plant%20List.pdf>
Portland Plant List <http://www.portlandonline.com/auditor/index.cfm?&a=322280&c=34460>

COMMON NAME	SCIENTIFIC NAME	MATURE HEIGHT (ft)	CANOPY SPREAD (ft)	POWER LINE OK?	STRUCTURE	FOLIAGE	FLOWERS, FRUIT, OTHER SPECIAL INTEREST	OREGON NATIVE?	Notes
Metro Trees for Green Streets	Booklet (For Purchase)	http://www.oregonmetro.gov/index.cfm/go/by.web/id=26337							
OTHER LARGE TREES									
<i>Please Note: Many species of large trees are NOT recommended as Street Trees within parking strips due to the large planting area required (at least 10' wide) or because they have certain characteristics that make them unsuitable as street trees (e.g. intolerance of clay soils, dust, or weaker structure or wood). There are some exceptions, which are listed above.</i> <i>Large trees may be appropriate behind the sidewalk in a yard or park area. The city encourages the planting of large trees where appropriate. For further information, please refer to the following resources:</i> Portland Plant List http://www.portlandonline.com/auditor/index.cfm?&a=322280&c=34460 Metro Trees for Green Streets http://www.oregonmetro.gov/index.cfm/go/by.web/id=26337 Booklet (For Purchase)									

Remove/Hiatus	COMMON NAME	SCIENTIFIC NAME	MATURE HEIGHT (ft)	CANOPY SPREAD (ft)	POWER LINE OK?	STRUCTURE	FOLIAGE	FLOWERS, FRUIT, OTHER SPECIAL INTEREST	OREGON NATIVE?	Notes						
Hiatus	Rocky Mountain Glow Maple	<i>Acer grandidentatum "schmidt"</i>	25	15	Yes	Oval	Dark green turning bright orange to red	Requires well drained soil	No							
Hiatus	Queen Elizabeth Hedge Maple	<i>Acer campestre "Queen Elizabeth"</i>	35	30	Yes	Upright, Oval	Dark green turning yellow									
Hiatus	Paperbark Maple	<i>Acer griseum</i>	30	20	Yes	Round	Green w/silver under, bright red orange in fall	Interesting cinnamon brown under exfoliating bark								
Hiatus	State StreetTM Maple	<i>Acer miyabei 'Morton'</i>	45	30		Upright, oval	Dark green turning yellow	Native to Japan, endangered	No							
Hiatus	Sycamore Maple	<i>Acer pseudoplatanus</i>	60	50		Wide spread	Green turning yellow		No	Outside its native range has proven invasive, as in the U.K.						
Hiatus	Wineleaf Sycamore Maple	<i>Acer pseudoplatanus 'Spaithii'</i>	30	50		Pyramidal	Dark green		No							



NOTES

1. SET ROOT TRUNK COLLAR FLUSH TO 1" ABOVE FINISHED GRADE FOR LANDSCAPE AREAS AND PLANTER AREAS. FINISHED GRADE SHALL BE FLUSH WITH TOP OF CURB, FINISHED SIDEWALK, OR AT GRADE IN LANDSCAPE AREAS.
2. CUT AND REMOVE WIRE BASKETS FROM SIDES OF ROOT BALL WITHOUT DEFORMING BALL. CUT OFF AND REMOVE BURLAP AND ROPE FROM TOP HALF OF ROOT BALL. COMPLETELY REMOVE SYNTHETIC ROPE AND NON-BIODEGRADABLE BURLAP.
3. TREES SHALL BE INSTALLED:
 - A. 15' FROM STREET LIGHTS
 - B. 5' FROM FIRE HYDRANTS
 - C. 20' FROM INTERSECTIONS
 - D. 5' FROM ALL PUBLIC UTILITIES (i.e. STORM, SEWER, AND WATERLINES, UTILITY METERS, ETC.)
4. ROOT BARRIER SHALL BE PLACED ABUTTING ALL SIDEWALK EDGES, 12" FROM BACK OF CURB, OR 12" FROM IMPERVIOUS SURFACE AND SHALL EXTEND 20 FEET CENTERED WITH THE TREE BASE.

DRAWN		JRF
ENGR.		NJK
REV.	DATE	APPR.
1	12/19	DW
2	7/21	DW
3	1/22	DW

City of Oregon City
Public Works Standard Drawings

**STREET TREE PLANTING
IN PLANTER STRIP**

SCALE	N.T.S.
DATE	APRIL 2012
APPR.	NJK
DRAWING NO.	530