



CITY OF OREGON CITY

CITY COMMISSION WORK SESSION

AGENDA

Commission Chambers, Libke Public Safety Facility, 1234 Linn Ave, Oregon City
Tuesday, January 10, 2023 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*

EXECUTIVE SESSION OF THE CITY COMMISSION:

The Executive Session will begin after the adjournment of the City Commission Work Session.

- Pursuant to ORS 192.660(2)(i): To review and evaluate the employment-related performance of the chief executive officer of any public body, a public officer, employee or staff member who does not request an open hearing.

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.](#) Charter Park Designations Update
- [2.](#) Review of the Economic Development Strategic Plan

CITY MANAGER'S REPORT

COMMISSION COMMITTEE REPORTS

A. Commissioner Smith

- Clackamas Heritage Partners
- Oregon City Tourism Stakeholder's Group
- South Fork Water Board

B. Commissioner Marl

- Citizen Involvement Committee Liaison
- Clackamas County Coordinating Committee (C4)
- Clackamas County I-205 Tolling Diversion Committee

C. Commissioner Mitchell

- Clackamas County Coordinating Committee (C4) – Metro Subcommittee
- Clackamas County I-205 Tolling Diversion Committee (alternate)
- Metro Policy Advisory Committee (MPAC) (alternate)

D. Mayor McGriff

- Clackamas Water Environment Services Policy Committee
- Clackamas Heritage Partners (alternate)
- Downtown Oregon City Association Board
- Metro Policy Advisory Committee (MPAC)
- Oregon City Tourism Stakeholder's Group
- South Fork Water Board
- Willamette Falls and Landings Heritage Area
- Willamette Falls Legacy Project Liaisons

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: 01/10/2023

SUBJECT:

List of Future Work Session Agenda Items

BACKGROUND:

February 7, 2023

Park Fees Discussion
Sanitary Sewer Service Improvement Program for Laterals
Downtown Public Restroom
Code Enforcement Complaint Process

March 7, 2023

Joint PC/CC Meeting for HB 2001 Code Update Package #2
Community Survey
City Setting Speed Limits – Authority from State
Street Design Standards

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
City Seal Revision
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
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
Metro Food Waste Program Requirements - Annual Review
Parking Rate Increase for Permitted Parking in Downtown Oregon City (Green, Purple, Orange, etc. Zones)
Railroad Quiet Zone Funding Discussion
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: City Commission **Agenda Date:** 01/10/2023
From: Assistant Parks and Recreation Director, Denise Conrad

SUBJECT:

Charter Park Designations Update

STAFF RECOMMENDATION:

Staff recommend the City Commission provide staff direction on how they would like staff to address issues with these five properties.

EXECUTIVE SUMMARY:

Most park properties and park related facilities have undergone the charter park process. There remains five properties or portions of properties which have either long-term underlying issues or short-term issues that need to be resolved prior to being designated as Charter Parks. Those properties include Ermatinger House, Dement Park, Sportcraft Landing, McLoughlin Promenade, and Clairmont Way.

BACKGROUND:

The City of Oregon City has a goal of designating all parks and park related facilities as "Charter Parks". The Oregon City Charter provides additional protections and limitations on the use of parks and natural areas that are designated.

Section 40 - Purpose of the Oregon City Charter states:

The purpose of this Chapter X of the Charter is to prevent the transfer, sale, vacation, or major change in use of city parks without first obtaining an approving vote of the legal voters of this city; to designate certain park areas and their use; to preserve the natural beauty of public parks and to protect the rights of citizens in the preservation of their heritage of nature. Its purpose also is to establish authority and procedures for abatement of nuisances and fire hazards for the protection of the public, as well as protection of the rights of individual citizens.

Section 41 - Approval by Voters of the Oregon City Charter states:

The commission may not do any of the following listed acts with regard to any designated city park or part thereof without first obtaining approval of the legal voters of the city. Said acts are as follows:

- Sell, lease, or otherwise transfer park property.
- Vacate or otherwise change the legal status of any park.
- Construct permanent buildings or structures thereon other than for recreational purposes and park maintenance. In any case where at the date of adoption of this section there are existing structures which do not comply with this provision, such structures and any additions and alterations thereto are excepted from the provisions of this section.
- Change the status of a natural park; construct buildings, or clear vegetation in a natural park, except for the construction of trails and essential roads and elimination of hazards constituting a clear and present danger to the public.

Section 43 - Additional Parks of the Oregon City Charter states:

Additional parks may be created, and land established as parks upon the acceptance by the commission of a gift to the city for park purposes or a dedication of land as a park. Real property owned or acquired by the city in other manners may be designated as a park by ordinance. Park areas may be specifically designated as natural parks and when so designated shall be maintained as provided in Section 41. Whenever any real property is designated as a park as provided herein, it is subject to all the provisions of this Chapter X.

Most parks properties and park related facilities have undergone the charter park process. There remains five properties or portions of properties which have either long-term underlying issues or short-term issues that need to be resolved prior to being designated as Charter parks. They include:

- Sportcraft Landing Ord. 18-1025 was not adopted by the Commission. The site is currently leased by a contractor which may preclude future leases.
- Ermatinger House Ord. 18-1030 was not adopted by the Commission. Property line discrepancy.
- McLoughlin Promenade. The Promenade survey has been completed. Additional work necessary to determine how to address apparent encroachments.
- Dement Park. Additional work necessary to determine if the property should be kept by the City.
- Clairmont Way Tax Lots. Additional work necessary to address issues associated with the existing high voltage overhead transmission wire easement.

OPTIONS:

1. Provide staff direction on how they would like staff to address issues with these five properties.
2. Do not make these properties Charter Parks

Charter Park – Informational Update

Denise Conrad– Assistant Parks and Recreation Director

City Commission Work Session
January 10, 2023

Parks not adopted as Charter Parks

- Sportcraft Landing
- McLoughlin Promenade
- Ermatinger House
- Dement Park
- Clairmont Way Undeveloped Property



Sportcraft Landing

- Concerns or issues to moving forward with adopting as a Charter Park
 - Sportcraft Landing has had a longstanding lease agreement to a third party for boat moorage and houseboats
 - Designating this property as a Charter Park, the City would no longer be able to lease to a private or third-party operator
- Chapter X Section 41 (a)
 - The commission may not do any of the following listed acts with regard to any designated city park or part thereof without first obtaining approval of the legal voters of the city. Said acts are as follows
 - (a) Sell, lease or otherwise transfer park property



McLoughlin Promenade

- Concerns or issues to moving forward with adopting as a Charter Park
 - Utility easements need to be verified
 - The park did not have a complete legal description that impeded the process to adopt
 - 2019 a boundary survey was completed by a survey firm
 - A significant number of encroachments were identified throughout the Promenade property from the adjacent private property owners
 - To include structures, private access to properties, parking and landscaping encroachments



McLoughlin Promenade



Charter Park Informational Update

Ermatinger House

- Concerns or issues to moving forward with adopting as a Charter Park
 - The property taxlot encompasses the 7th Street fire station
 - The fire station building, and designated parking spaces are leased to CCFD #1
 - The parking for the Library is also encompassed in this taxlot per the Planning requirements during the development of the new addition attached to the Carnegie Library
 - A property line adjustment may be an option to address separation from the fire station building



Ermatinger House-Planning Notes

- Property Line Adjustment
 - Survey for property line adjustment
 - Submit filing for a property line adjustment
 - Revisions to the parking agreements as a Type I Minor Site Plan and Design Review application for Library parking requirements with new lot lines



Ermatinger House



Charter Park Informational Update

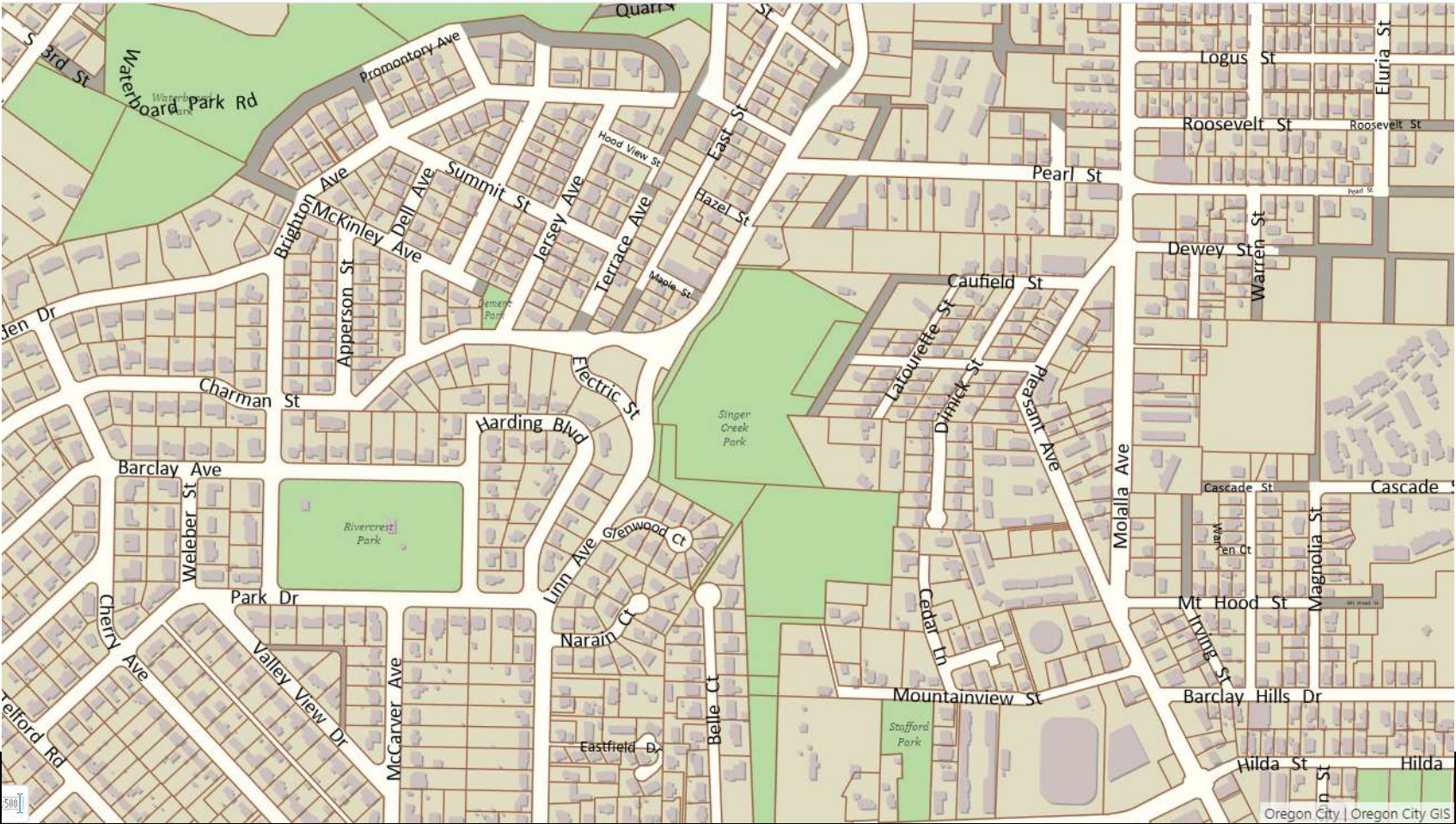


Dement Park

- PRAC has previously discussed potentially selling this 0.4-acre lot
- PRAC had previously discussed not making this a Charter Park
 - This property is below the minimum standard for a park (3 acres) (Minimum standard noted 2008 Parks and Recreation Master Plan Update page 11)
 - This property also resides in geological hazard zone for steep slopes overlay



Dement Park



Charter Park Informational Update

Clairmont Way

- This property was purchased with the intent of developing a dog park
- Concerns or issues to moving forward with adopting as a Charter Park
 - Bonneville Power Administration and PGE have easement overlays on this property
 - Both easements have restrictions as to what is allowable on the property or developed



Clairmont Way



Charter Park Informational Update

Clairmont Way-PGE Right-of-Way Restrictions

PGE's ROW generally prohibited uses (exceptions may apply after internal review and approval by PGE Engineering)

For safety reasons, the following types of structures and activities are generally **not allowed** within PGE's right-of-way:

- Building structures of any type (permanent or temporary). This includes but is not limited to sheds, playground equipment, basketball courts, restrooms, picnic facilities such as shelters, tables and barbecues
- Grade cutting or filling
- Any changes to the ground level, by adding or removing for instance gravel, bark dust or soil
- Any vegetation with a maximum mature height of 15 feet or taller
- Any structure, obstruction or construction within 50 feet of a transmission structure
- Excavation within 50 feet of a transmission structure
- Burn piles/fires
- Fire arms including target shooting under, near or at utility equipment (poles/wires/transformers)

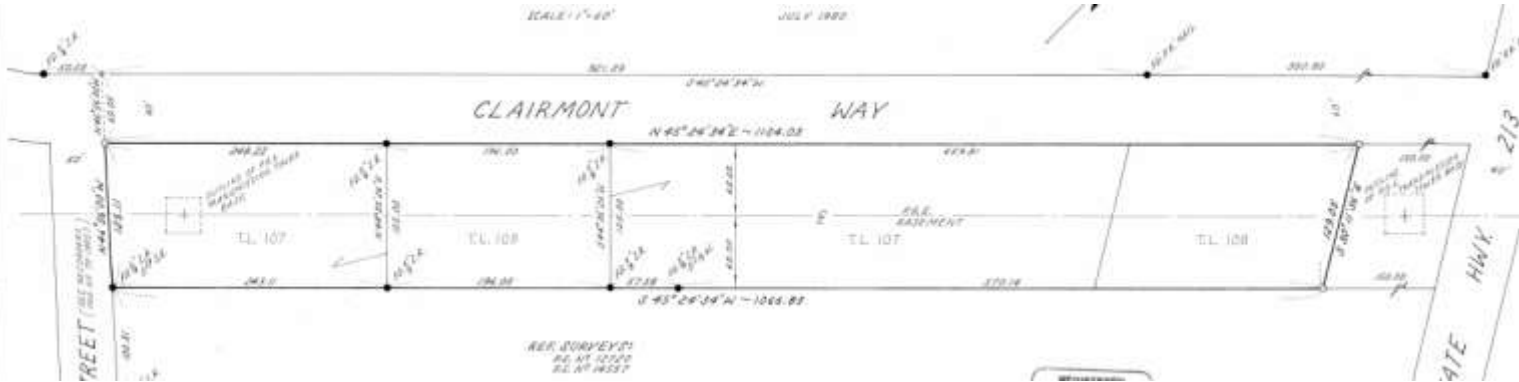
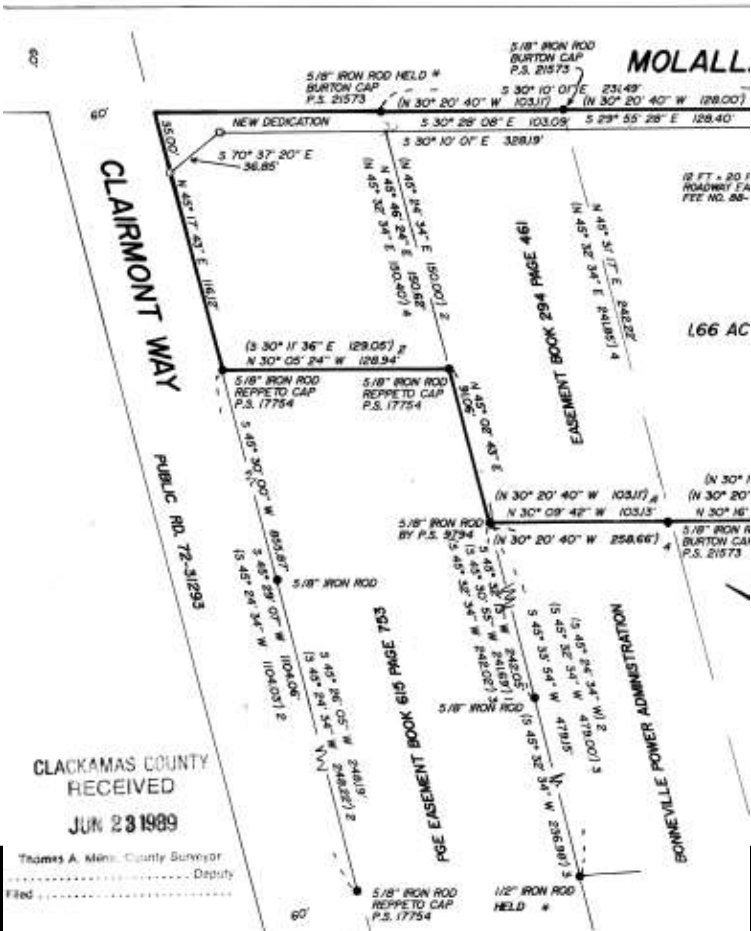
PGE Right-of-way generally allowed uses (exceptions may apply after internal review and approval by PGE Engineering)

Community gardens and dog parks

The site of the garden or dog park cannot interfere with access to our existing structures.



Clairmont Way-PGE & BPA Easements



Charter Park Informational Update



Clairmont Way- BPA Right-of-Way Restrictions

- Bonneville Power Administration (BPA) has a vacant easement adjacent along the south side of the two parcels
- Standard restrictions
 - No permanent structures
 - Temporary structures are sometimes allowed if under 1000 cubic feet
 - Ground to conductor clearances must be maintained at 20-25 feet
 - Nothing within 25 feet of wood pole structures
 - Nothing within 50 feet of steel/metal structures
 - No trees
 - Anything installed in BPA ROW may need to be relocated or completely removed when BPA utilizes the ROW



Clairmont Way



Charter Park Informational Update

Clairmont Way

- Street Information:

- Clairmont Way is considered a collector street
- In 2019, a traffic trailer did a count averaging about 2,500 cars a day on Clairmont between Berta to Molalla

- Planning Information:

- The combined taxlots are under 10 acres requiring a Type II Site Plan and Design Review application
- High water table is noted on the property





CITY OF OREGON CITY

Staff Report

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

To: Oregon City Commission
From: City Manager Tony Konkol

Agenda Date: 1/10/2023

SUBJECT:

Review of the Economic Development Strategic Plan

STAFF RECOMMENDATION:

Staff recommends that the City Commission review the draft strategic plan.

EXECUTIVE SUMMARY:

The Economic Development Strategic Plan was developed via the work of an ad hoc steering committee appointed by the Mayor on June 3, 2020 during the height of Coronavirus. The Economic Development Strategic Plan has been reviewed and supported by several community organizations.

BACKGROUND:

On March 23, 2020, Governor Kate Brown issued Executive Order No. 20-12 directing everyone in Oregon to stay home as much as possible and, on a temporary basis, ordered nonessential businesses to close due to the spread of the Novel Coronavirus. As the community of Oregon City grappled with a severe economic downtown, the Economic Development Department responded by urging the City Commission to support the development of a wholistic economic development strategy.

On June 3, 2020, the Oregon City Commissioners adopted the first Oregon City Economic Development Strategic Plan Steering Committee. The Steering Committee was charged with creating and implementing a wholistic strategic plan designed to provide guidance and offer expertise in crafting the City's economic recovery from the dramatic/negative impact of COVID-19. The Steering Committee concluded its work in the fall of 2021.

On November 4, 2021, The Oregon City Chamber of Commerce's GEAC Committee was supportive of plan.

On December 6, 2021, the Citizens Involvement Committee voted in support of the plan.

On December 7, 2021, staff presented the economic development strategic plan to the City Commission. Members of the City Commission asked for additional detail. In the meantime, and with the passing of the budget, staff had already begun implementing various components of the draft strategic plan.

On January 25, 2022, staff presented the plan before the Oregon City Business Alliance and received general support of the strategy.

On February 25, 2022, Chair of the Oregon City Heritage Coordinating Committee was supportive of the plan.

On March 14, 2022, the Planning Commission voted in support of the plan.

March 16, 2022, staff provided an update of the economic development strategic plan to the City Commission. The Commission indicated that it wanted to further discuss the plan.

The Economic Development Plan is comprised of five broad strategic areas:

- Business Retention and Expansion Goals:
 - Retain and support local business growth
 - Support the development of a systemic skills training and job placement network
 - Increase the number of childcare opportunities for children ages 0 to 5 years
 - Establish and promote an Ombudsman Business Advocacy Program
- Business Attraction Goals
 - Attract new businesses to Oregon City
 - Examine the potential of establishing fiber optic network to Oregon City businesses and homes
- Entrepreneurial Support
 - Provide greater access to technical assistance for small business (startups)
 - Support the development of new market opportunities for small business
 - Support Entrepreneurism through financial incentives and programs
- Urban Renewal District
 - Develop a vision statement and framework for decision-making on new projects
 - Amend the existing Urban Renewal Plan
- Tourism Development
 - Develop, grow, and strengthen the tourism industry in Oregon City
 - Establish a tourism industry brand
 - Increase the number of visitor experiences
 - Support the arts in Oregon City

At the time of this staff report, the Oregon City Economic Development Department has implemented approximately 70% of the programs and initiatives identified in the plan.

The Budget

(See Exhibit A)

Staff recommends that the City Commission review the Economic Development Strategic Plan.

OPTIONS:

1. Provide staff direction on how to proceed with the proposed Economic Development Strategic Plan

Oregon City Economic Development Strategy

STRATEGIC INITIATIVES 2022-2027

EXECUTIVE SUMMARY INCLUDES UPDATED STRATEGIES AND MILESTRONES MATRIX



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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DRAFT

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 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

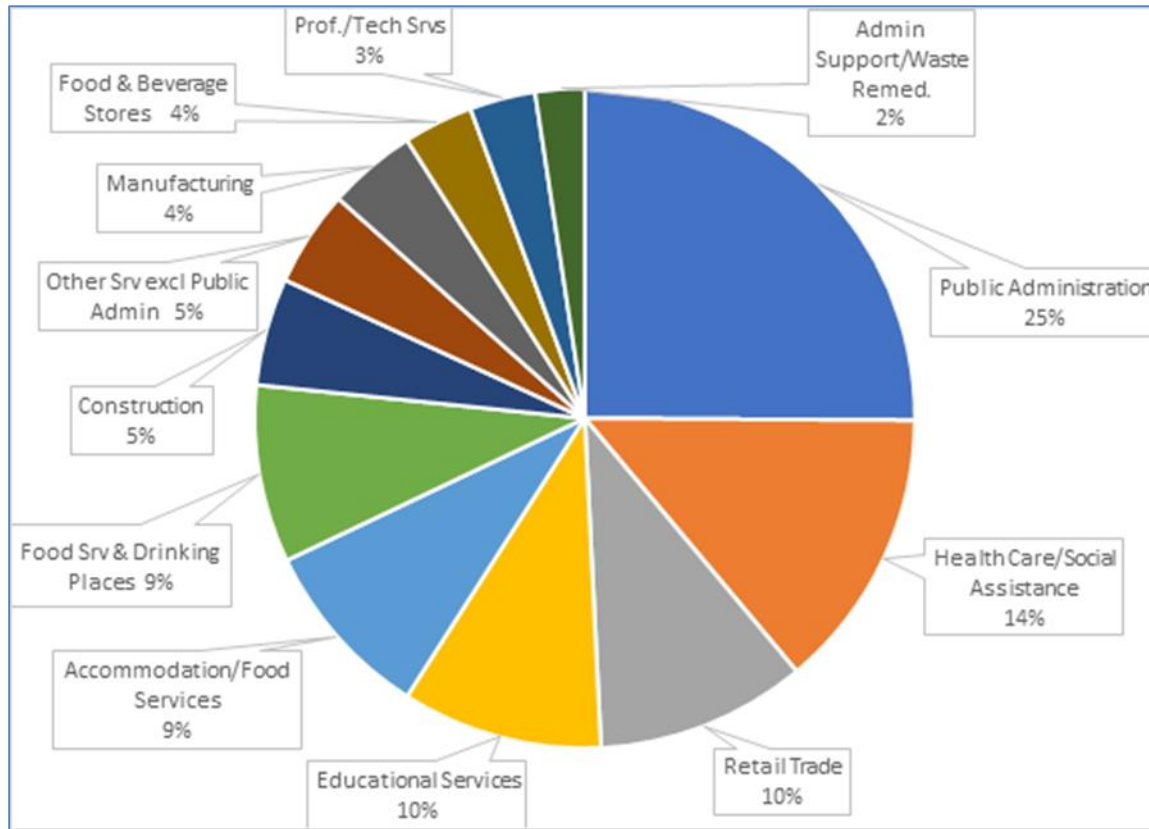
In 2019, Oregon City has a higher percentage of its population, 25 years and older, with a high school education (25.8%) and with some college or associate degree (40.5%) compared to Clackamas County and Oregon.

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 has been 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 ASSESTS:** 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.

DRAFT

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

A. BUSINESS RETENTION AND EXPANSION (“BRE” Program)

Supporting local companies to remain in the community and to assist them with expansion plans, whenever possible, is at the heart of economic development. Oregon City’s Economic Development team assists Oregon City businesses to find resources, including employees, financing, and real estate investment opportunities. In addition, there are certain industries in the community that have a strong economic presence that staff has identified as part of the BRE strategy.

GOALS	STRATEGIES	MILESTONES	STATUS/FURTHER IMPLEMENTATION
Retain and foster local business through proactive outreach and communication	*Meet with 5 businesses every quarter *Focus on select industries *Distribute Business Resource Kits *Catalog business’ needs And develop responses	*Meet with 20 businesses - December 2022 (Done) *Develop BRE Kits –July 2022 (Done)	• Restaurant BRE campaign Dec. and Jan. (18 restaurants visited) • Business “leave behind” brochure complete • Assisting manufacturing company with new operational configuration
Workforce Development: 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 – Aug 2022 *Identify/Recruit Employers – Sept. 2022 (Started) *Market/Promote Talent Ready – January 2023 (Started)	• Development of Talent Ready program started involving – education, workforce development, and training institutions on the state, county and local levels.
Increase the Number of Childcare Opportunities for Children ages 0 to 5 yrs.	*Childcare Center Feasibility Study *Childcare Forgivable Loan Program *Recruit New Childcare	*Identify 3 to 5 employers to support funding a childcare center –July 2022 *Feasibility Study- (Done) *Attract 1 to 3 new childcare	• 1 new childcare organization in Oregon City – Mari’s Little Lambs. Partner CWP.

	Providers	businesses to Oregon City – Dec 2023 *Establish a Forgivable Loan Fund – July 2022	Meetings with local manufacturers about childcare benefits for employees as part of workforce attraction and retention
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 2023 *Establish standard operating procedures/guidelines – Dec 2023 *Establish a CRM data base program – Dec 2022 (Done)	“Business Friendly” Government – Active member of the Government and Economic Affairs Committee, Oregon City Chamber - Ombudsman/Business Advocacy - Begun process of internal interviews with Planning and Public Works

BRE Program	<i>Started</i>	<i>In-progress</i>	<i>Complete</i>
Goal 1: Business Retention			
Goal 2: Talent Ready Training & Job Placement Network			
Goal 3: Childcare			
Goal 4: Business Advocacy			
a. CRM database			
b. Operating procedures			
c. Ombudsman program			

B. BUSINESS ATTRACTION

Oregon City has established Business Attraction goals to foster a diverse, resilient and vibrant local economy.

GOALS	STRATEGIES	MILESTONES	STATUS/FURTHER IMPLEMENTATION
Attract new businesses to Oregon City	*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 – On-going (started) *Identify properties for purchase by the City – Ongoing *Implement Business Attraction Marketing Strategy -March 2023 *Economic Dev Website going live – July 2022 (Done) *Amend Urban Renewal District Plan – Aug 2022 (Done)	• Current industrial vacancies identified • Website framework and buildout complete. Will be launched July 18, 2022: www.oregoncitybusiness.com • Amended the Urban Renewal Plan
Examine the potential of establishing fiber optic networks to Oregon City businesses and homes	*Develop an RFP to Identify broadband consultants to conduct a feasibility study *Identify a broadband consultant to begin the work *Complete Feasibility Study	*RFP – Done *Identification of broadband consultant – Jan. 2022 – (Done)	• Community survey issued (June utility bill) -Done • Industry leaders and public sector interviews complete • Feasibility study on track to be completed on time – September 2022

Business Attraction	<i>Started</i>	<i>In-progress</i>	<i>Complete</i>
Goal: Attract New Businesses			
• Inventory available industrial property			
• Identify properties for purchase by the City			
• Develop a Marketing Strategy for Target Industries			
• Establish a new Economic Development website			July 2022
• Develop/Implement Urban Renewal District Plan			
Goal: Fiber Optic Feasibility Study			

C. ENTREPRENEURIAL SUPPORT

Entrepreneurs that are striving to start or grow their business are supported by business planning, financial tools, and opportunities to sell their products and services. Oregon City will provide support to entrepreneurs committed to growing locally with technical assistance and patient capital. Helping entrepreneurs to provide City government with the goods and services that it needs is an important way to help strengthen local small businesses.

GOALS	STRATEGIES	MILESTONES	STATUS/FURTHER IMPLEMENTATION
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 – July 2022 (<i>started</i>)	Partnerships established with MESO and OMEP
Support the development of new market opportunities for small business	*Develop a City Procurement Program for Small Business	*Develop program Guidelines – (<i>started</i>) *Market Program – Oct. 2023	Launch of Ombudsman program is an initial step toward the creation of a Procurement Program
Support Entrepreneurism	*Develop loan program for startups	*Guidelines (<i>Done</i>)	Established Entrepreneurial Opportunity Loan Program

Entrepreneurial Support	Started	In-progress	Complete
Goal 1: Greater Small Business Technical Assistance			
Goal 2: New Market Opportunities			
Goal 3: New Small Business Loan Program			

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. By completing its strategic vision, the Urban Renewal Commission has completed an important step that will help move Oregon City in the right direction.

GOALS	STRATEGIES	MILESTONES	STATUS/FURTHER IMPLEMENTATION
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 – (Done)	Hosted multiple strategic planning sessions with Urban Renewal Committee Vision Statement complete
Amend the existing Urban Renewal plan	*Hire a consultant to update the financial components of the document.	*Hired GEL Oregon of the plan – Done	Urban Renewal Amendment in progress (Done)
Encourage downtown residency on upper floors	*Contribute to establishing a quiet zone	Quiet Zone – estimated 2027	Oregon City successfully received federal funding to support “Quiet Zone” improvements

Urban Renewal District	Started	In-progress	Complete
Vision Statement/Decision-Making Framework			
Amend Existing District Plan			
Downtown Residency on the Upper Floors – Quiet Zone			

E. TARGET ACTIVITY AREA: TOURISM DEVELOPMENT

Oregon City is well positioned to support a thriving tourism industry given its rich history, access to the river and other outdoor recreation opportunities, its talented arts community and its growing restaurant, food, and beverage industries. There are four primary Tourism Development Goals in the 2022-2027 Economic Development Strategy:

- 1) Develop, Grow and Strengthen the Tourism Industry in Oregon City
- 2) Establish a Tourism Industry Brand
- 3) Increase the Number of Visitor Experiences (Destination Ready)
- 4) Support the Arts in Oregon City

A series of programs continues to evolve to achieve these four Tourism Development goals. The goals, strategies and milestones for each of these programs is detailed in the Appendix and highlighted below:

- Arts Treasure Trove
- Tourism Related Business Investments
- City Grant Supported Public Events
- Public Events in Oregon City
- Community Showcase
- Concierge Institute
- Tourism Stakeholder Group
- Destination Ready

Arts Treasure Trove

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.

GOALS	STRATEGIES	MILESTONES	STATUS/FURTHER IMPLEMENTATION
Support more artistic expressions that ignite more tourist visitation to Oregon City.	- Re-establish the Arts Commission - Provide a newly established Arts Commission with financial resources to develop strategies and programs to support the art industry in Oregon City. - Increase the number of murals in the community - Engage the arts in all its forms to help tell the story of the community and region.	- Re-established the Arts Commission of Oregon City on October 26, 2021. (Done) - Two new murals created within the community. - Selection of the artwork installed on street banner poles on Molalla Avenue.	Strategic plan and program development of the Arts Commission (est. 2023)
Bring entertainment and artistic elements to historic sites to increase visitation	- Create a dinner theater program that can be offered on a rotational basis to the various historic sites - Provide music and/or dramatic poetry reading as an additional offering	- Identify historic sites who want to participate -Done - Dinner theater program conceptualization (est. July 2023) - Project scope and preliminary budget (est. March 2023)	Initially met with a theater program producer, however Producer notified Oregon City that they were not available
Enhance the aesthetic appeal of the community	- Improve the view of downtown area as seen from the promenade and elevator viewing deck by visitors - Provide resources to business owners in repainting building walls that face the visitor from the promenade and elevator viewing - Add art feature(s) on the rooftops of buildings viewed from the promenade and municipal elevator	- Identify building owners for buildings (Done) - MOU for work on Coin Corner and Hobbies (est. July 2022) (started) - Complete painting project (est. June 2023) - Work with Arts Commission to develop identify	- Continue to enlist more downtown commercial building owners to participate in the promenade overview project - Identify artists for the purpose of creating new placemaking venues and new public art projects within the community

	Developed and install decorative banners on major thoroughfares within the community.	form(s) of art building rooftops as seen from the promenade and municipal elevator. (on-going) Installed new street pole banners on major thoroughfares within community. (Done)	
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Tourism Related Business Investments

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.

GOALS	STRATEGIES	MILESTONES	STATUS/FURTHER IMPLEMENTATION
Attraction and expansion of new tourism businesses	- Attract existing tourism related businesses from other areas to move to Oregon City - Attract new tourism related businesses to Oregon City	Identify potential businesses (On-going)	Not Started

Community Supported Events

Community Supported Public Events are recognized by the City of Oregon City as “signature public events” that support the community's tourism industry and promote the City's tourism brand. Such public events require the use of public rights-of-way and/or use of publicly owned facilities. Community Supported Events mean that the Oregon City Economic Development Department will provide funding to eligible public events.

GOALS	STRATEGIES	MILESTONES	STATUS/FURTHER IMPLEMENTATION
Develop a grant program that provides support to large and medium special events	Develop program guidelines to administer the initiative.	- Draft guidelines (started) - Bring before City Commission in work session - Bring before City Commission in regular meeting - Implement new program parameters (est. 2023)	Currently Drafting the Initiative

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Streamlining Public Event Permitting

Special public events mean one-time or repeated events that are open to the public and are conducted on city property, including city right-of-way or city parks. (Pg. 51 of the Economic Development Strategic Plan)

GOALS	STRATEGIES	MILESTONES	STATUS/FURTHER IMPLEMENTATION
Develop better coordination among various City departments with the goal of improving the efficiency of the permitting process for all public special events.	- Work with multiple departments to streamline the special event process - Create an online form to help streamline the permit process.	- Initial staff meeting on the idea of streamlining the permit process - Drafted online form - Interdepartmental discussion on how to streamline services	- Draft online form created - More discussion and planning to come involving various city departments and Commissioner Rocky Smith

Community Showcase

The Community Showcase Program is designed to complement visitations with a dining experience while educating public about Oregon City's history and other offerings.

GOALS	STRATEGIES	MILESTONES	STATUS/FURTHER IMPLEMENTATION
Increase the local community's engagement with the tourism industry.	- Create a video program for each of the historic sites with questionnaire to earn gift certificates that can be used at a variety of restaurants - Post COVID - Reconstitute Community Showcase	- Historic site videos developed and completed in August 2020. -Done - Historic site videos shown on tourism website on August 2020. -Done - Develop new program guidelines (started)	- Community Showcase being reconstituted to include all visitors to Oregon City's historic sites and to include not only restaurants but outdoor recreation venues. (est. Aug. 2022) - Have local historic sites create methods to engage visitors to earn Oregon City business gift certificates - Recruit a variety of venues to participate in the Community Showcase. (started)

Concierge Institute

The Concierge Institute is designed to provide education and technical assistance that supports a variety of tourism assets in operating in a professional manner, as well as offering participatory programming that aligns individual tourism assets.

GOALS	STRATEGIES	MILESTONES	STATUS/FURTHER IMPLEMENTATION
Provide education/training opportunities to historic sites and other venues to enhance professionalism. Proved courses for small businesses that are tourist-facing enterprises.	Provide training/education seminars and workshops up to 6 to 8 weeks.	All courses earmarked for nonprofits and historic sites that are tourist-facing operations have been completed. (Done)	Courses for small businesses that are tourist-facing enterprises are being crafted.
Aid historic sites with establishing coordinated and set operation schedules.	- Develop a paid internship program working with local colleges and universities. - Expand program to be seasonal part time employees on loan to the historic sites	- Post intern posting to various colleges (5/2022) -Done - Evolve into using paid parttime employees to assist historic sites (not interns) (started)	- Hired an art intern to assist with expanding hours of the Stevens Crawford house (Wed-Sun 2-6PM) - Hired a technical student who is assisting in the website functionality and Search Engine Optimization evaluations for participants - Establishing recruitment process for parttime employees (not interns), est. Aug. 2022
Create a support grant that allows participants to acquire sellable merchandise for their locations	Create a merchandising support program	Scope grant program (est. 8/2022) (Done)	Not started
Assist participants in evaluating the effectiveness of their websites	- Establish a standardized evaluation criterion - Evaluate participant websites - Provide feedback report to participants for improvements	- Identify software needed for audit (6/2022) -Done - Create audit criteria (6/2022) (Done)	Created audit worksheet

		Start audits of participants (est. 7/2022)	
Assist participants in applying evaluation improvements or provide technical advice on how to complete more complex site redesigns	- Be available to provide support for site improvements or advise website support developers on improvements - Help participants craft website redesign criteria, assist in evaluation bids and vendor interviews	Create recommendation reports for partners (est 7/2022)	Waiting for audits to be completed.
Assist participants in accessing their Google Business info graphs	- Create a program for training - Provide post training support	Create scope of project (est 8/2022)	Not started

Tourism Stakeholder Group

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.

GOALS	STRATEGIES	MILESTONES	STATUS/FURTHER IMPLEMENTATION
Communicate and get feedback on the implementation of the Economic Development Strategic Plan (Tourism)	- Maintain quarterly Tourism Stakeholder Group meetings - Create small focus groups on specific topics - Improve communication of effectiveness of marketing and program efforts through a monthly e-newsletter - Follow regional tourism news, co-op marketing, grants, and programs, and communicate to the tourism partners so that they can take advantage of offers	- Set up email system for communications (4/2022) -Done - Communicate monthly with marketing and program updates (On-going)	- Create a Campaign Monitor account - Continue to keep communication channels open with tourism stakeholder group

Destination Ready

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. (Pg. 51 of Economic Development Strategic Plan)

GOALS	STRATEGIES	MILESTONES	STATUS/FURTHER IMPLEMENTATION
Create brand recognition and marketing program getting Oregon City as "top of mind" for regional and statewide visitors in a post-COVID market	- Create a cohesive brand identity - Utilize economic pressures to promote activities closer to home by marketing to Portland Metro, Salem, Vancouver markets	- Winter Brand Awareness TV Ad launched (Done) - Street Banners (Done) * Travel Oregon Travel Planner Ad (Done) - Willamette Week Summer Ad (Done)	- Produced 30 second Oregon City overview TV ad (Done) - Place 91 banners throughout Oregon City (Done) - Creating the 2022/23 Travel Planner - Creating Visitor Guide (Done)

	• Create high quality printed materials • Develop and promote Oregon City through television and digital marketing • Create marketing partnerships with both local and regional tourism entities	• History Preservation Month Social Media Campaign (Done) • Brand placement at Rose Parade (Done) • Travel Planner (est. 7/2022) (Done) • Visitor Guide (est. 7/2022) (Done) • Summer Recreation TV Ad (est. 7/2022) • Summer Special Events Promotion (est. 7/2022) (Done)	• Placed winter TV ad on KATU during the month of Dec. 2021 (990,000 impressions, 46.9% reach) • Placed ½ page ad in the 22/23 Travel Oregon travel planner • Placed ½ page ad in the Willamette Week summer activities addition • Featured 4 of the 5 historic sites in social media campaign on Facebook and Instagram • Supported the Oregon City Heritage Coordinating Committee by funding TOC logo placement on float
Promote all three geographic levels of Oregon City tourism equally	• Implement “city areas” social ad campaigns, two posts a week featuring	• Social promotion started (On-going) (Done)	• In progress weekly
Promote all public events	• Increase the capture of events for the events calendar on the website • Two days before the event, feature the event as a story on Facebook and Instagram	• Created an online form for event submission (Done) • Promote events via Instagram and Facebook stories (On-going)	• In progress weekly
Enhance Website	• Enhance current categories • Create new tourism categories • Create analytic reporting systems	• Improve the detail listings on the historic sites, recreation, dining, and beverages pages (Done) • Add Arts, Lodging, categories (Done) • Add Farm & Fields and Shopping category (Done)	• Created arts and lodging page • Updated the historic sites, recreation, dining, and beverages pages • Added 84 business listings

		• Add mapping technology (est. Dec. 2022)	
Utilize cost effective promotion and marketing platforms to heightened OC tourism industry	• Identify an affordable Digital Asset Management system • Upload and tag all assets • Create a quality library of multi-category imagery for use on both the digital media and print • Photograph various tourism partner locations • Photograph key featured locations throughout Oregon City • Photograph special events • Create a quality library of multi-category videos for use in future advertising projects and social media • Video key featured locations throughout Oregon City • Video special events	• Select photo library service (Done) • Move images to photo library (est. 7/2022) • Tag photos for categories (est. 8/2022) • Work with photographers to photograph special events (On-going) • Work with videographers to capture special events as they happen to be used later as b-roll. (On-going)	• Reviewed several photo libraries options and selected Photobucket

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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%),

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

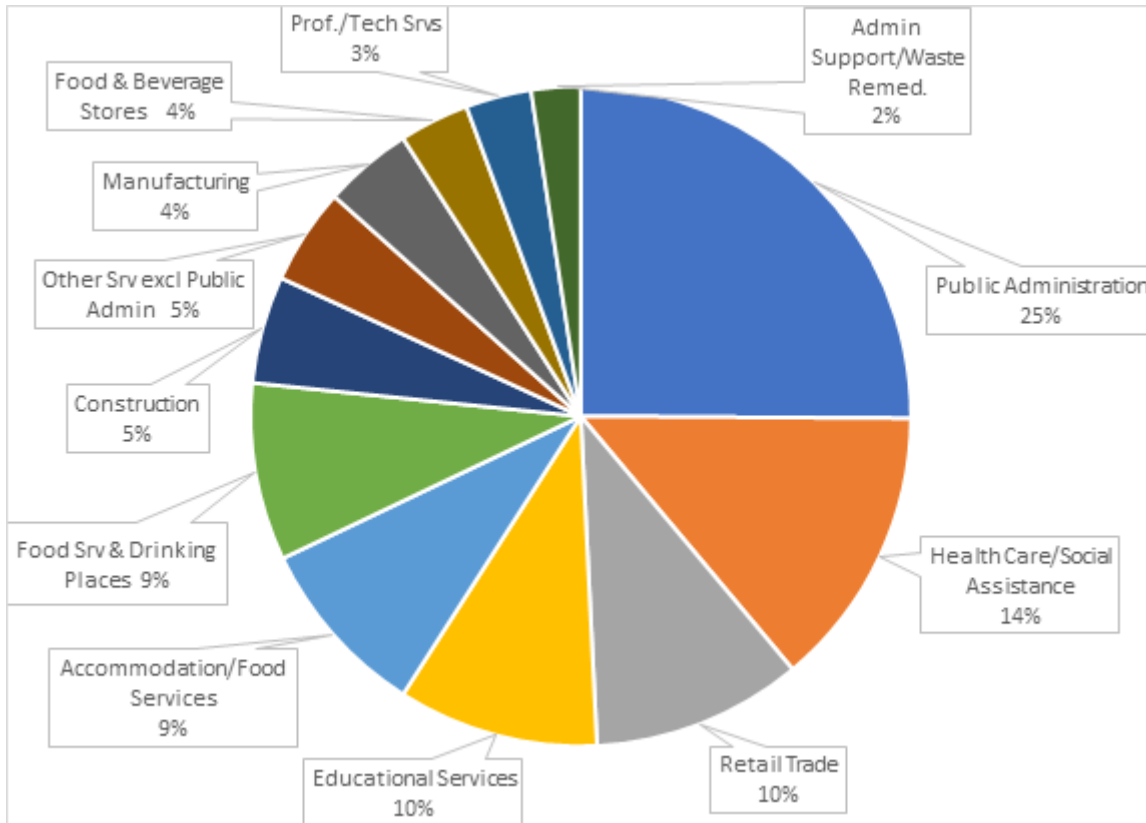
⁴ Ibid.

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.

Educational Services (10%) and Accommodation/Food Services (9%). Graph 1 below displays this information and includes additional sectors of employment such as Construction.



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 to 2018		
	2008	2018	2008	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.

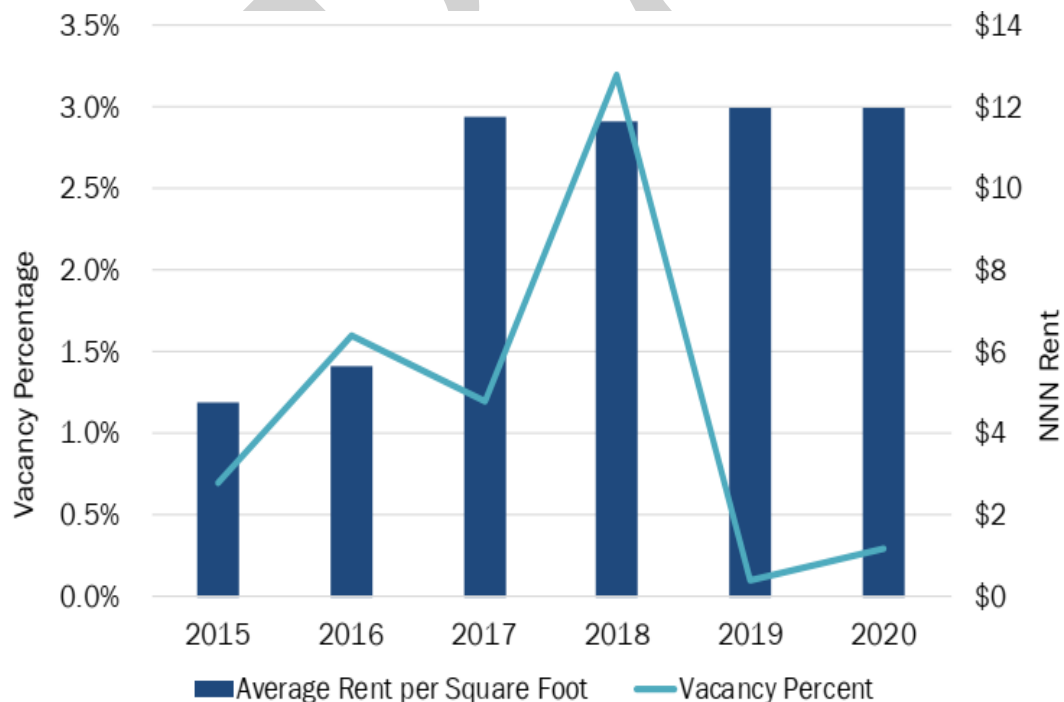
⁸ Goodman, Beth and Sadie DiNatale, EcoNorthwest. Oregon City Economic Analysis. February 24, 2021.

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 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.



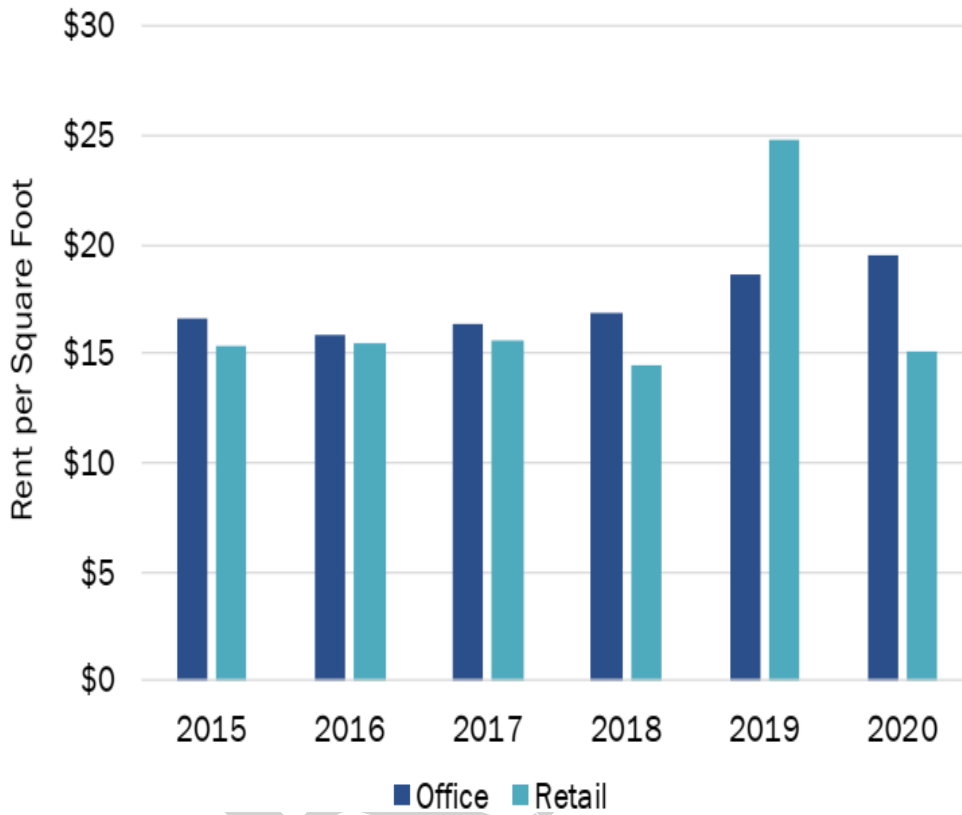
Graph 2. Average Rent per Sq. Ft. and Vacancy Rates, Industrial Properties, Oregon City, 2015 to 2020
Source: Costar

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.



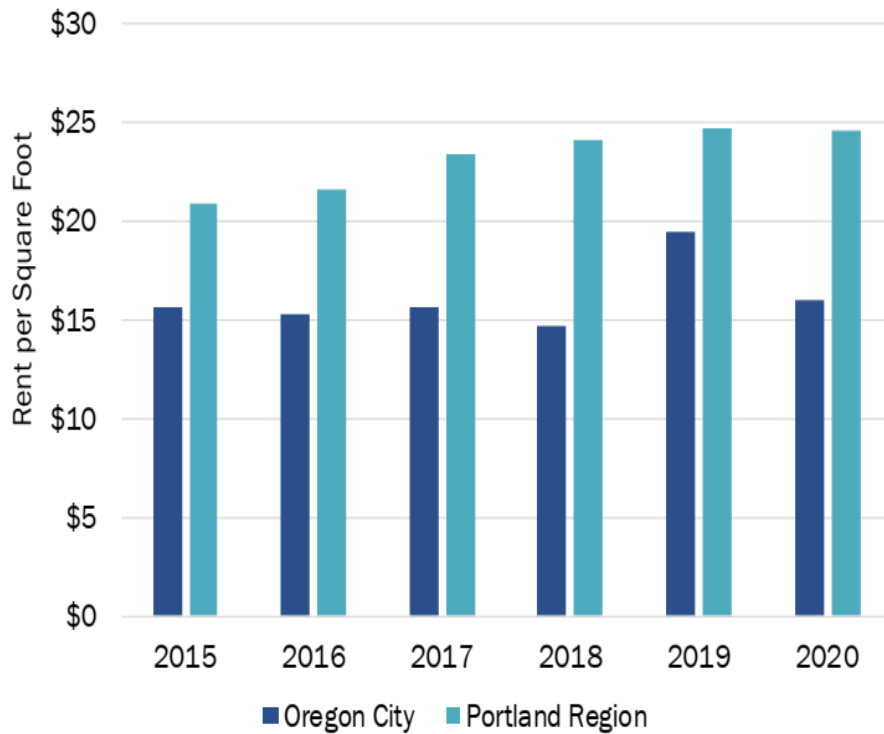
Graph 3. Average Rent per Sq. Ft. and Vacancy Rate, Commercial Properties, Oregon City, 2015 to 2020
Source: Costar

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 in terms of 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

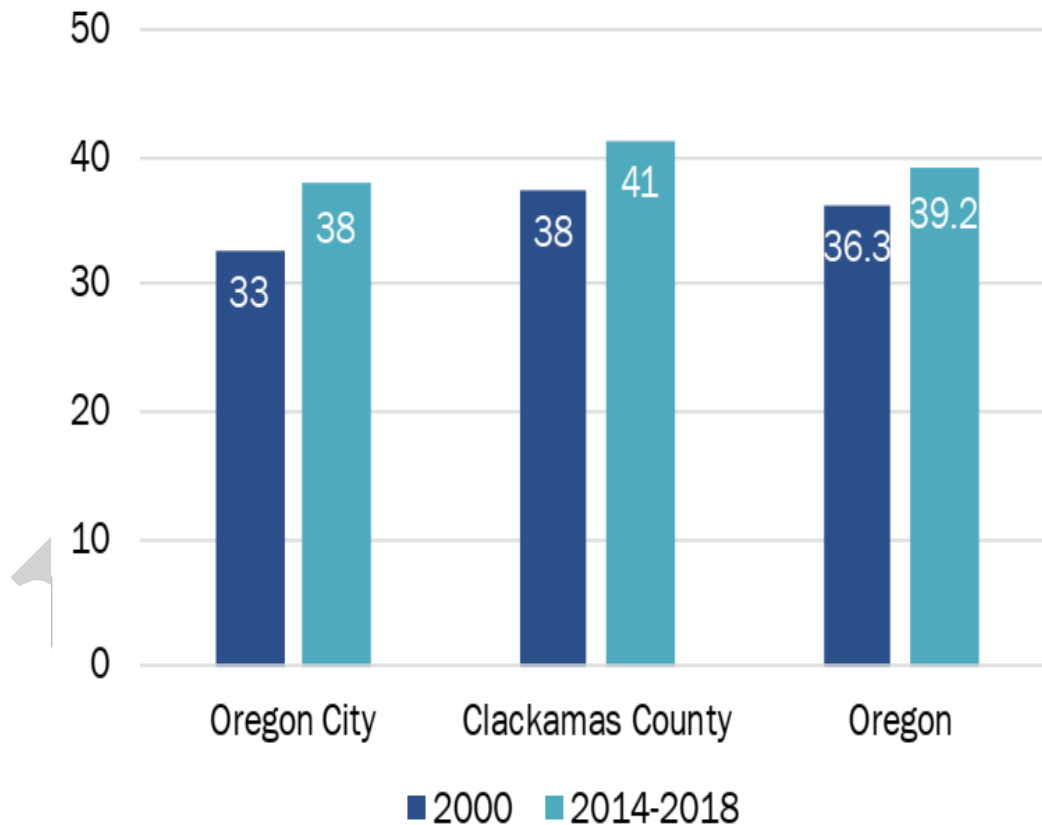
Table 5. Demographic Trends, Clackamas, Multnomah and Washington Counties.

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>

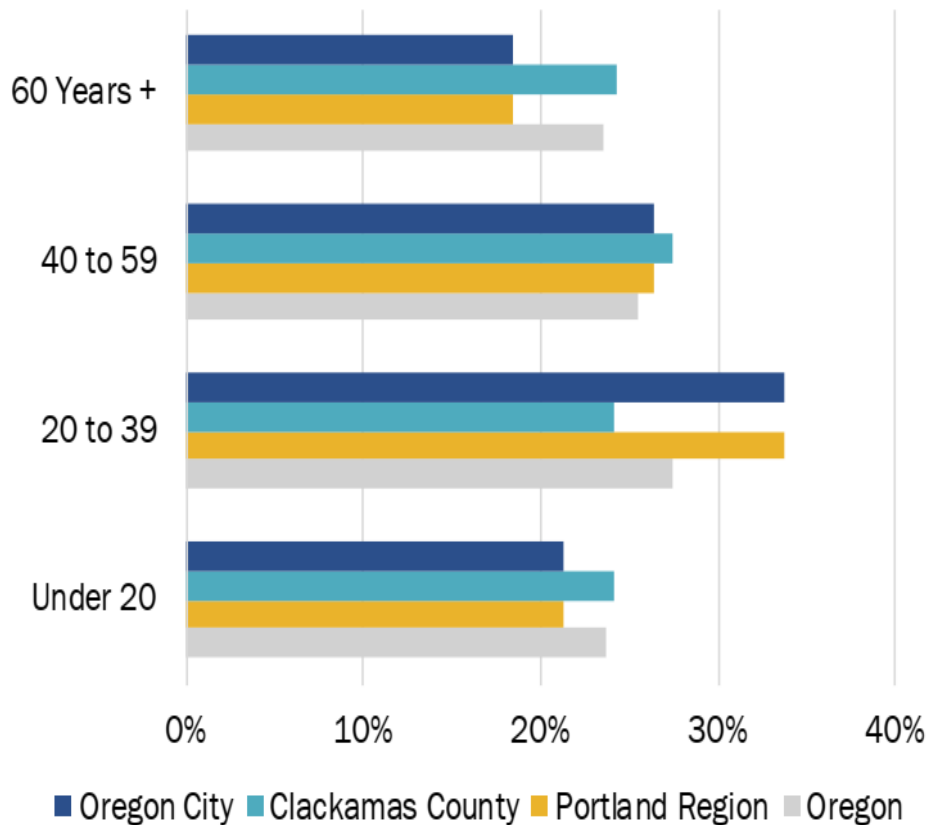
From 2000 to 2014-2018, Oregon City's median age increased by five years from 33 to 38. Oregon City's aging population is consistent with County and statewide trends. Over the next 20 years, Clackamas County's population of 60 years of age and older is expected to grow to 31%, increasing by 34,418 people.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



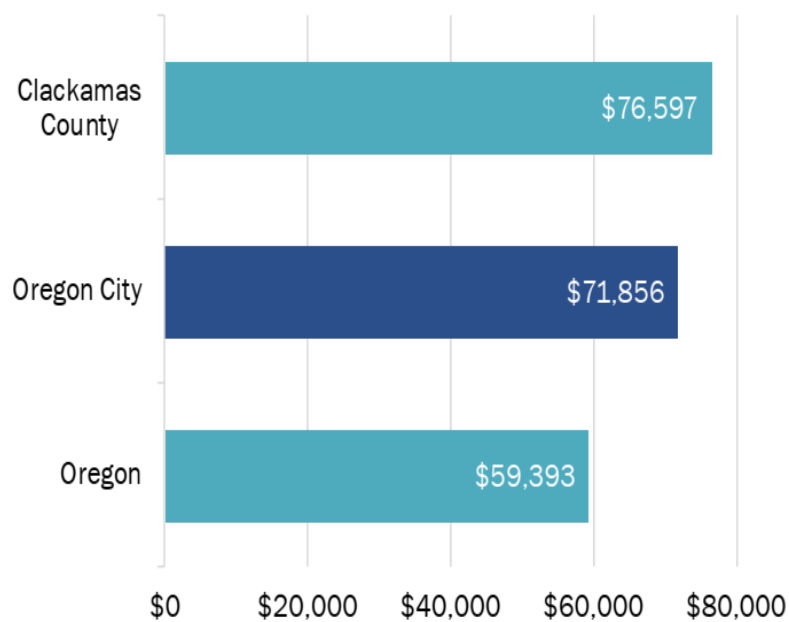
Graph 7. Population Distribution by Age, Oregon City, Clackamas County, Portland Region, Oregon, 2014-2018. Source: U.S. Census Bureau, 2014-2018 ACS, Table B01001.

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.

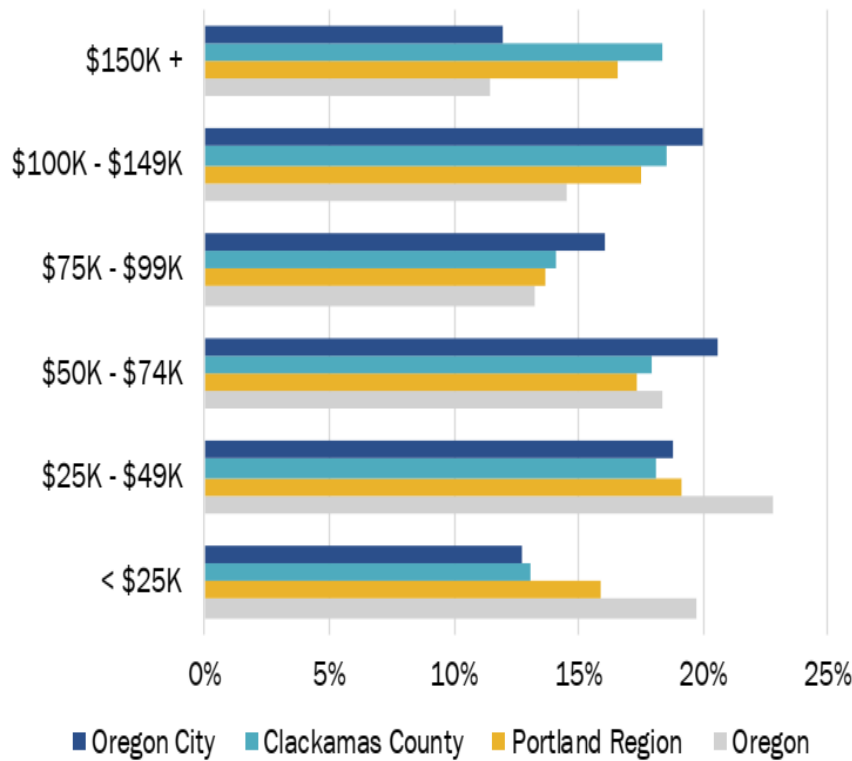
Workers that are paid higher wages usually have the skills that justify their pay, hence, attracting the type of companies that the City's Economic Development Department is targeting. Such employees have more disposable income to attract higher-end retail and increase the local tax base to pay for schools,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

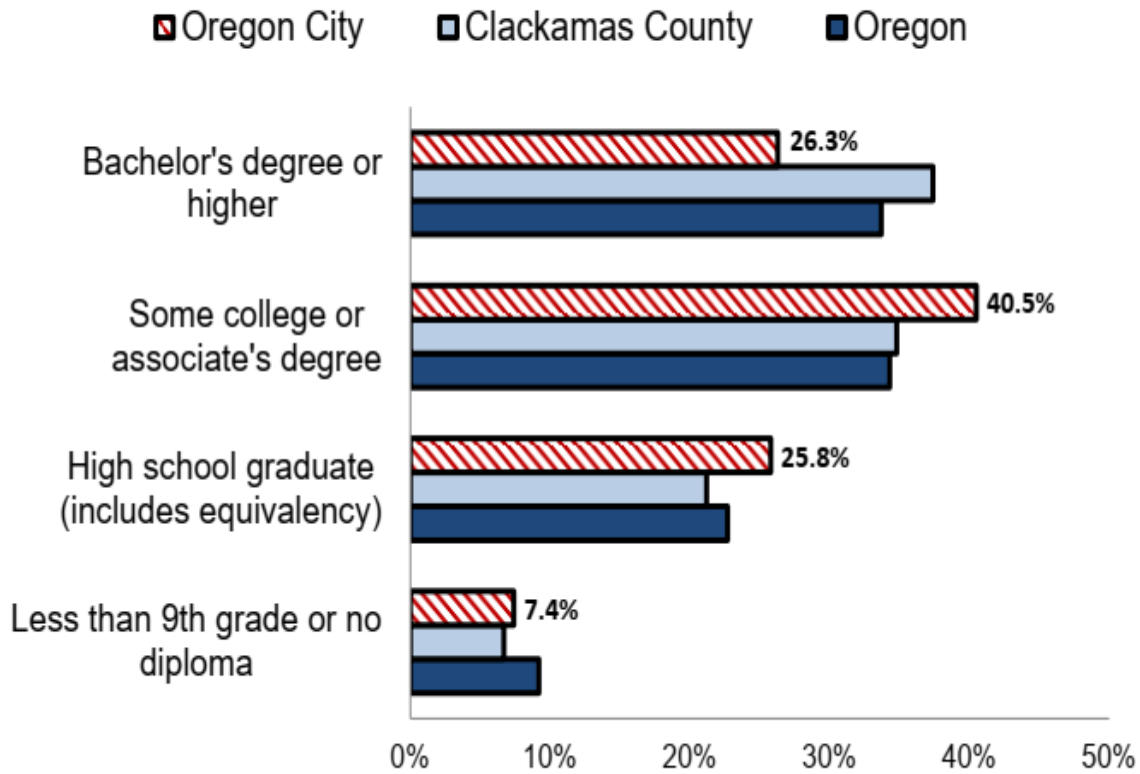
On the other hand, Oregon City has a much smaller portion of its population with a bachelor's degree or higher (26.3%) than either Clackamas County or Oregon.

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.

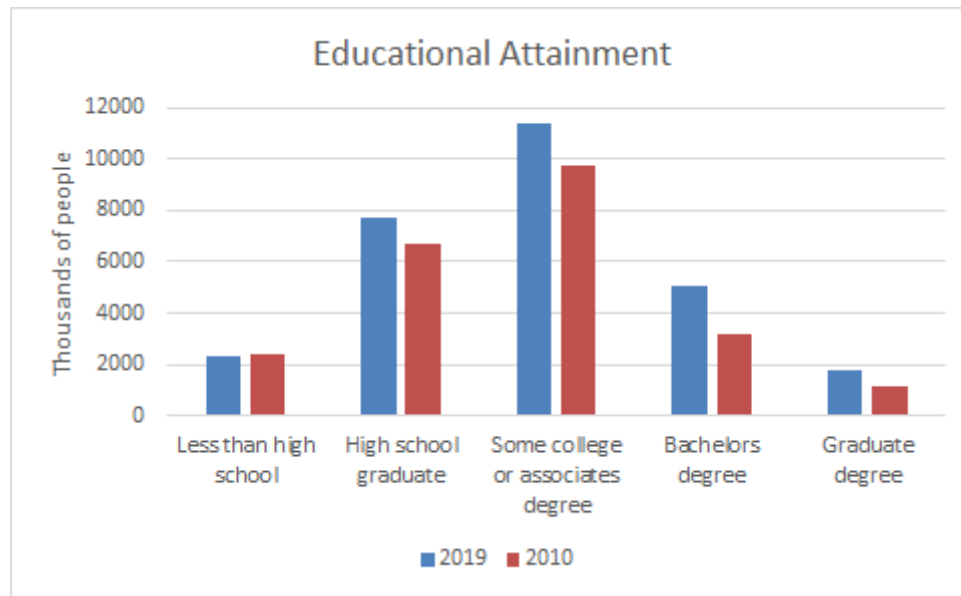
Educational Attainment: 2019

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.

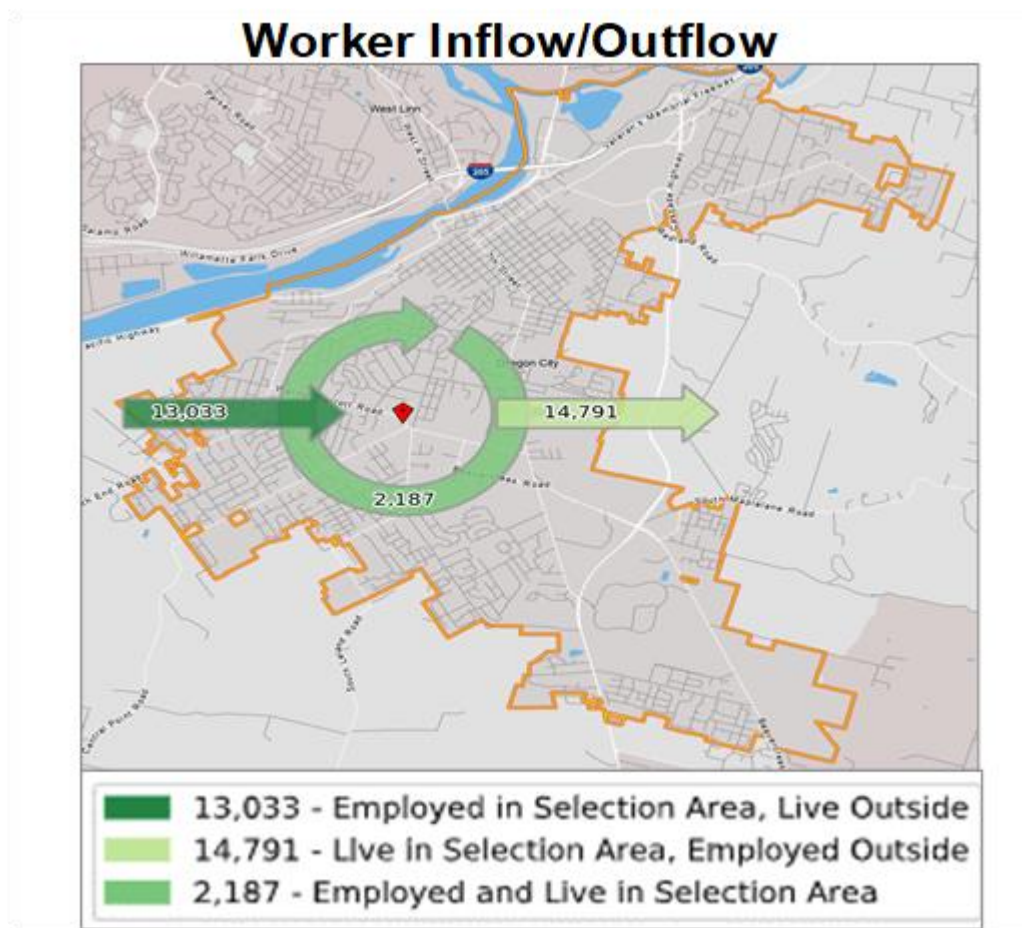
As with any socio-economic data, it's important to recognize the overall trends. Between 2010 and 2020, Oregon City added 10,131 new residents.⁹ The people moving to Oregon City come from across the educational spectrum. However, the rate of change within educational attainment levels was greatest among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

⁹ Goodman, Beth and Sadie DiNatale. Page 8.

¹⁰ Wallis, Lynn. Business and Demographic Fast Facts, Oregon City. June 23, 2021. Oregon Employment Dept. Pg. 18



Oregon Employment Dept. Used with Permission.

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 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.

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).

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

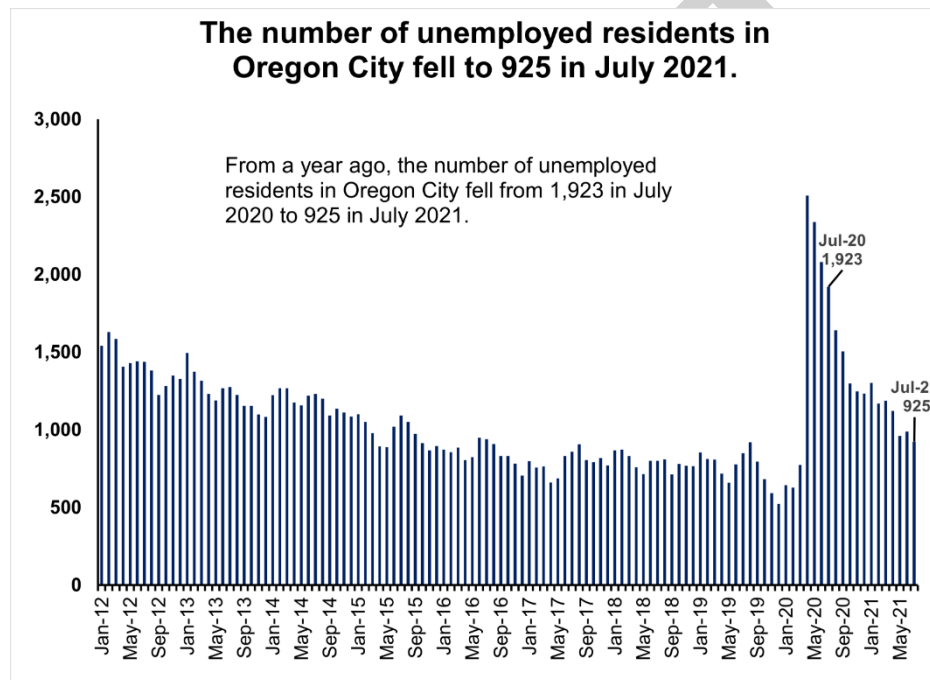
The Coronavirus pandemic has clearly had an impact on Oregon's City economy, and its effects continue to be felt in 2021. In April of 2020, the unemployment rate in Oregon City was a stark 13.4%. A year later in July of 2021, that rate had fallen to 4.7% with 925 people remaining unemployed.

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 **STRENGTHENS** 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 is 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 reaches 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

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

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.

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:

- 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 Support 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 reasonable business requests.

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, relocation financing, location assistance, and hiring resources, to industry specific development assistance.

- i. Milestone One – Develop a BRE Business Resource kit.
Timeline – July 2022.
- ii. Milestone Two – Complete 20 Target Industry BRE Visits.
Timeline – December 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

Like 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 health 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; it also provides access to “wrap-around” services that exist throughout the network to assist people in finding 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: Aug 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 Years (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

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.

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.

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: Done

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

Timeline: Dec. 2022

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

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."

individual providers to apply, the Oregon City Economic Development Department will inform community childcare providers.

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

Timeline: Dec 2023

b. 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: July 2022

4. Goal: Business Advocacy – Establish and Promote an Ombudsman Business-Advocacy Program

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: September 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: Done

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: On-going

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: Aug 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: July 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: August 2022

2. GOAL: Examine The Potential Of Establishing Fiber Optic Networks in Oregon City to Businesses and Homes

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 broadband 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

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

- 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

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: July 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, 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: November 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 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 Entrepreneurial Loan Program, 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 Entrepreneurial Opportunity Loan Program

Timeline: Done

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 t 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 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: Aug 2022

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

a. Strategy – Contribute to Establishing 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 objectives 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 Group

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

ii Setup email system for communication

Timeline: Done

iii Setup Quarterly Meeting

Timeline: On-going

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: On-going

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): On-going

ii Milestone Four: Establish a Tourism-Related Website

Timeline (Tourism-Related Website): Done

b. Strategy – Develop and Implement City-Grant Supported Special Public Event Program

A “City-Grant Supported Special Event” Program is recognized by the City as a special public 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 2023

ii Milestone Six: Better coordination among various City departments with regard to permitting all special public event permitting

Timeline: January 2023

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: August 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

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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

Entrepreneurism

Entrepreneurial Opportunity Loan Program \$100,000

- | | |
|---------------------|----------|
| • Childcare | \$50,000 |
| • Business Startups | \$50,000 |

Infrastructure: Fiber Optics \$200,000

TOTAL.....\$600,000

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 Grant Supported Special Public 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. Business	Amy Jauron, Vice President of 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 Mgr.	Theresa Haskins, Senior Bus Dev. (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

APPENDIX

PROGRAM DESCRIPTIONS AND STRATEGIES

DRAFT

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

THIS PROGRAM IS UNDERGOING A RESTRUCTURING

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

LINE ITEM

A. Tourism Funding -Gift Certificates

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. Tourism 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.

THIS PROGRAM IS UNDERGOING A RESTRUCTURING

CITY-GRANT SUPPORTED 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 GROUP

DESCRIPTION

The Tourism Stakeholder Group are stakeholders that 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 tourism assets 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 Group 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

Fam Tours

ECONOMIC DEVELOPMENT

<u>BUDGET ITEMS</u>	BUDGETED	EXPENDITURES	ENCUMBRANCES	TOTAL	\$ Remaining	% Remaining
<u>Marketing/Promotion</u>	AMOUNT	TO DATE 12/2022				
Promotional Video of Oregon City	\$ 20,000	\$ 7,500	\$ -	\$ 7,500	\$ 12,500	63%
Digital & Social Media Platforms	\$ 20,000	\$ 4,245	\$ -	\$ 4,245	\$ 15,755	79%
Printed Ads	\$ 20,000	\$ 7,731	\$ -	\$ 7,731	\$ 12,269	61%
Bill Boards	\$ 60,000	\$ 13,012	\$ 302.00	\$ 13,314	\$ 46,686	78%
Economic Development Website	\$ 15,000	\$ 5,050	\$ 190.49	\$ 5,240	\$ 9,760	65%
Brochures & Promotional Items	\$ 25,000	\$ 5,510	\$ -	\$ 5,510	\$ 19,490	78%
Fam Tours (investors/Developers)	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000	100%
Subtotal	\$ 180,000	\$ 43,048	\$ 492.49	\$ 43,540	\$ 136,460	76%
<u>Programs</u>						
Entrepreneurism	\$ 100,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ -	0%
DOCA	\$ 120,000	\$ 120,000	\$ -	\$ 120,000	\$ -	0%
Fiber Optics Feasibility Study	\$ 200,000	\$ 132,650	\$ -	\$ 132,650	\$ 67,350	34%
Subtotal	\$ 420,000	\$ 302,650	\$ 50,000	\$ 352,650	\$ 67,350	16%
TOTAL	\$ 600,000	\$ 345,698	\$ 50,492	\$ 396,190	\$ 203,810	34%

TOURSIM PROMOTION

<u>BUDGET ITEMS</u>		Dec-22				
<u>Marketing/Promotion</u>	BUDGETED AMOUNT	EXPENDITURES TO DATE 12/2022	ENCUMBRANCES	TOTAL	\$ Remaining	% Remaining
Advertising Campaign	\$ 120,000	\$ 68,801	\$ 3,636	\$ 72,437	\$ 47,563	40%
Production of Marketing Collateral	\$ 20,000	\$ 17,905	\$ -	\$ 17,905	\$ 2,095	10%
Social Media Campaigns	\$ 20,000	\$ 2,329	\$ -	\$ 2,329	\$ 17,671	88%
Digital Assets	\$ 24,000	\$ 11,361	\$ 5,183.0	\$ 16,544	\$ 7,456	31%
Subtotal	\$ 184,000	\$ 100,396	\$ 8,819	\$ 109,215	\$ 74,785	41%
Tourism Projects/Programs						
The Concierge Institute	\$ 100,000	\$ 6,383	\$ 76,000	\$ 82,383	\$ 17,617	18%
The Community Showcase	\$ 20,000	\$ 7,542	\$ 2,400	\$ 9,942	\$ 10,058	50%
The Arts Treasure Trove	\$ 80,000	\$ 1,667	\$ 38,684.00	\$ 40,351	\$ 39,649	50%
Attraction & Expansion	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000	100%
Community Sponsored Events	\$ 100,000	\$ -	\$ 0	\$ -	\$ 100,000	100%
Tourism Information Network (FAM)	\$ 20,000	\$ 500	\$ 0	\$ 500	\$ 19,500	98%
Subtotal	\$ 340,000	\$ 16,092	\$ 117,084	\$ 133,176	\$ 206,824	61%
TOTALS	\$ 524,000	\$ 116,488	\$ 125,903	\$ 242,391	\$ 281,609	54%