



CITY OF OREGON CITY CITY COMMISSION GOAL SETTING RETREAT AGENDA

Clackamas Community College, Gregory Forum, 19600 Molalla Avenue, Oregon City
Saturday, February 8, 2025 at 8:30 AM

Ways to participate in this public meeting:

- Attend in person, location listed above. Please see the public comment guidelines below.
- Attend the livestream of the meeting on the City's YouTube Channel: <https://www.youtube.com/user/CityofOregonCity>
- Register to provide electronic testimony (email recorderteam@orc.org or call 503-496-1509 24 hours before the meeting to register)
- Email recorderteam@orc.org (deadline to submit written public comment via email is 24 hours before the meeting)
- Mail to City of Oregon City, Attn: City Recorder, P.O. Box 3040, Oregon City, OR 97045

- 1. 8:30 AM - DAY 1 REVIEW**
- 2. 8:45 AM - GOALS REVIEW - STOP/START/CONTINUE**
- 3. 9:00 AM - DAY 2 - EXERCISE OVERVIEW**
- 4. 9:15 AM - BREAKOUT: GOALS 1 & 2**
- 5. 10:45 AM - BREAK**
- 6. 11:00 AM - BREAKOUT: GOALS 3 & 4**
- 7. 12:30 PM - LUNCH**
- 8. 1:00 PM - PUBLIC COMMENT**
- 9. 1:15 PM - BREAKOUT: GOALS 5, 6, & 7**
- 10. 3:10 PM - BREAK**
- 11. 3:25 PM - GOALS PRIORITIZATION**
- 12. 3:55 PM - WRAP UP**
- 13. MATERIALS**
 - Goals and Strategies 2023-25
 - NRC Letter to City Commission

ORDINANCE NOTICE

If an ordinance is noticed above in this agenda, the text of the ordinance is available online with the posted agenda packet. In addition, three copies are provided for public review in the Office of the City Recorder upon request.

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's table, and state your name and city of residence. Each speaker is given 3 minutes to speak. Representatives of neighborhood associations may be given 5 minutes to speak if requested. As a general practice, the City Commission does not engage in discussion with those making comments. Complaints shall first be addressed at the department level prior to addressing the City Commission. Electronic presentations are permitted but must 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](#) 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 WPMC at 503-650-0275 for a programming schedule.

GOALS AND STRATEGIES 2023-2025

Last updated 2/3/2025

Folder of UPDATES

89% COMPLETED

23-25 Biennial Budget City Commission Document

Goals	ASSIGNED TO	PROGRESS	START	END	Feb 2025 Updates
Goal 1 - Diversity, Equity, and Inclusion/Safe Inclusive Community					
Create a collaborative environment to promote diversity, equity, and inclusion resulting in a safe, inclusive community and organization.					
1.1 Human Resources (General Fund)	HR/City Manager	75%	9/1/2023	6/2025	Received
Goal 2 - Infrastructure/City Services					
Invest in current and future capital needs for safe, sustainable infrastructure and City services.					
2.1 Information Technology (General Fund)	IT/City Manager	85%	9/1/2023	6/2025	Received
2.2 Parks & Planning (including SDC study) (General Fund)	Parks and Recreation	90%	9/1/2023	4/2025	Received
2.3 Capital Projects (Public Works Funds)	Public Works	80%	9/1/2023	Ongoing	Received
2.4 Transportation (Sidewalk and Bike Lane Safety/Infill) (PW Funds)	Public Works	80%	9/1/2023	6/2025	Received
2.5 Transportation (PW Fund Sidewalk Assistance Program)	Public Works	80%	9/1/2023	Ongoing	Received
Goal 3 - Community Engagement					
Increase engagement efforts to bring more residents into the policy-making process and ensure all neighborhood associations are active with the Citizen Involvement Committee					
3.1 City Commission (General Fund for neighborhood association costs)	City Manager/Communications	100%	9/1/2023	12/2024	
3.2 City Manager (General Fund for Communications Manager and full time Community Engagement Specialist)	City Manager/Communications	100%	9/1/2023	12/2024	
Goal 4 - Homelessness					
Enact homelessness plan and increase public knowledge of the plan and resources available for the homeless while reducing the visual and safety impacts of homelessness in the community.					
4.1 Police (General Fund for Homeless Liaison Officer and Behavioral Health Specialist)	Police	100%	9/1/2023	Ongoing	Received
4.2 Parks (General Fund for camp cleanup)	Parks and Recreation/Police	70%	9/1/2023	Ongoing	Received
Goal 5 - Tourism & Economic Development					
Create and promote a tourism infrastructure that doesn't negatively impact neighborhoods and supports economic development to promote a healthy, sustainable local economy.					
5.1 Economic Development (City-Wide Economic Development)	Economic Development	99%	9/1/2023	Ongoing	Received
5.2 Tourism	Economic Development	100%	9/1/2023	Ongoing	Received
Goal 6 - Housing					
Anticipate state mandates and tailor local policies to best fit the needs of the community while balancing public infrastructure investment for current and future residents.					
6.1 Expand housing choices and develop a housing strategy (Planning Fund)	Planning	75%	9/1/2023	6/2025	Received

Goal 7 - Environment

Protect and preserve our environment and natural resources for a healthy, sustainable community.

7.1 Tree Canopy (Planning Fund)	Planning	75%	9/1/2023	6/2025	Received
7.2 National Pollutant Discharge Elimination System (NPDES) requirements/sampling; Water compliance/monitoring (PW Funds)	Public Works	ongoing	9/1/2023	Ongoing	Received

GOALS AND STRATEGIES 2021-23 Rolled over (not reassigned)

Copied here for convenience

2.5 Complete Parks master plan and update System Dev. Fees	Parks and Recreation	99%	10/1/2021	6/2024	Received
2.6 Assess the Communication Infrastructure and Equipment	Economic Development	97%	9/21/2023	9/2024	Received
2.7 Develop a citywide facility master plan	City Manager	100%	7/1/2022	6/2024	
7.1 Determine and Establish Relationship with the Tribes that have a Shared History with the Oregon City	Planning/Public Works	ongoing	7/1/2022	Ongoing	Received

2023-2025 Commission Goals and Strategies

Job Category



FEBRUARY 2025 UPDATE

Department Contact:	Patrick Foiles, HR Director	Date:	February 2025
Percentage Complete:	75%	Target Completion:	June 2025

Goal 1 - Promote Diversity, Equity, and Inclusion (DEI) for a Safe, Inclusive Community and Organization

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

Currently:

- **DEI Project Team** – still meeting every other week to coordinate each step and effort involved in moving this work forward.
- Lamont (Triangle Advising) was recently onsite, January 7th and 8th.
 - Facilitated the fourth (4 of 6) **Employee DEI Workgroup** meeting.
 - Facilitated the fourth (4 of 6) **DEI Community Task Force** meeting.
 - Facilitated the fourth and final **all-staff DEI Training** with city employees.
- Lamont (Triangle Advising) and City Manager Konkol presented the Stay Survey Results to the entire city staff on January 9th. The presentation covered the results, four (4) areas of focus that were identified, and a proposed Action Plan to address

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- **DEI Community Taskforce** Next (5th) meeting is scheduled for March 18.
The Committee will continue to discuss and define priorities and responsibilities of the task force. They will also discuss the design of a Community DEI Assessment Plan.
The following chart outlines the agenda topics for the last three meetings:

January 7 Meeting #4	March 18 Meeting #5	May 6 Meeting #6
• Task Force Mission Statement • Cultural Calendar • Community engagement strategies • Event planning (Juneteenth, Pride, other?)	• Establish long-term priorities and responsibilities of task force • Design Community DEI Assessment Plan	• Identify ways to enhance Oregon City brand • Strategies to elevate youth voice • Plan for external partnerships

- **Employee DEI Workgroup** will continue to meet on a bi-monthly basis.
Last month, the work group discussed one of the areas of focus that came from the Stay Survey, Employee Recognition.

The group also reviewed a case study and worked through a “consultancy Protocol” to review, brainstorm, and reflect on the difficult situation presented in the case study. Was able to hear multiple perspectives, gather input, and work toward an action plan.

The Workgroup is also considering the future of the group and continuing to identify how they can add value to the City, employee experience, and developing a strong sense of belonging for all staff.

- **Staff Training** – all phases of planned training has been completed.

Leadership DEI Trainings – 5/29 and 11/20

All staff DEI Training sessions – 9/25, 10/14, 11/20, 1/8

- **HR Policies and Hiring Practices** –

Triangle Advising is assisting HR to develop a guideline document for hiring managers and panels that will incorporate best practices and improve consistency.

- Blind application review
- Interview panels – training and diversity
- Broad advertisement and try to reach underrepresented populations
- Develop inviting recruitment materials – demonstrate belonging
- Identify a collection of core competencies that the organization values.

2023-2025 Commission Goals and Strategies



Job Category

FEBRUARY 2025 UPDATE			
Department Contact:	Michael Dobaj	Date:	February 2025
Percentage Complete:	85%	Target Completion:	June 2025
Goal 2.1: Invest in current and future capital needs for safe, sustainable infrastructure and city services			
IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS) 05/25 - Complete archive data migration from Mimecast to Office 365 04/25 – Add current Avigilon door access system to the city domain. 06/25 – Complete staff updates for new website Project Pages. 02/25 – Add “orcity.org” DNS settings to “oregoncityor.gov” domain in preparation for migrating to “oregoncityor.gov” 06/25 – Move Illumio to full enforcement to improve the City’s Cyber Security portfolio.			
STATUS: (WHAT HAS BEEN DONE/IS BEING DONE) - Pioneer building Avigilon Camera’s and Door Access control completed. - Android BYOD Mobile Device Management complete and tested working. - Continuing building and implementing city-wide mobile device management - Mimecast has been removed from the city’s email flow. Office 365 has the same functionality and removing the cost of Mimecast will allow us to utilize those funds for city infrastructure improvements. - Avigilon single card access control for all staff and Police completed and operational. - New city website project page completed, update of project pages to current city website by staff in progress. - Microsoft Teams deployment in progress, cleanup of current file server in progress. - Building ePermitting with eReview in progress currently scheduled to be completed end of August 2025. - Endpoint firewall control, Illumio, migrated to new tenant and reset to selective mode across the city. - Migration to using oregoncityor.gov as our email and website domain set to be processed late 2025 through early 2026. This migration is required by the state before we are approved to continue to ask for grants and will improve the city’s cybersecurity profile. - Improved network monitoring utilizing Vectra completed. This includes the city now has access to 24 X 7 Network Operations Center monitoring. - The new AV system installed at Libke to be moved to an air-gaped network to better secure the city network while maintaining AV services. - Firewall Rules and DNS Setting reviewed and updated, will continue to review rules, and update as needed. - Migration of cities primary ERP program, Tyler Technologies, to their hosted services under review.			

2023-2025 Commission Goals and Strategies

Job Category



FEBRUARY 2025 UPDATE

Department Contact:	Thomas Kissinger	Date:	February 2025
Percentage Complete:	90%	Target Completion:	April 2025

Goal 2.2 Parks & Planning

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

WE ENLISTED THE SERVICES OF THE GALARDI ROTHSTEIN GROUP ON JULY 6, 2023, TO ASSIST US IN REVISING OUR SDC METHODOLOGY. SINCE THEN, WE HAVE HELD NUMEROUS MEETINGS WITH THE PROJECT TEAM AND OUR CONSULTANTS FOR THE PARKS MASTER PLAN AND PRESENTED TO THE PARKS AND RECREATION ADVISORY COMMITTEE. WE HAVE COMPLETED THE DRAFT METHODOLOGY AND PRESENTED THAT INFORMATION TO CITY COMMISSION FOR FEEDBACK. WE ANTICIPATE COMPLETING THE REVISION BY EARLY 2025. PARKS SDCs WERE LAST REVISED IN 2000

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- **STATUS UPDATE: THE DRAFT METHODOLOGY PREPARED BY OUR CONSULTANT WAS PRESENTED TO CITY COMMISSION FOR FEEDBACK ON OCTOBER 8TH IN A WORK SESSION. SINCE THAT MEETING, WE HAVE BEEN WORKING ON THE ITEMS IDENTIFIED FOR UPDATE. WE PLAN TO MEET WITH THE CONSULTANT AGAIN ON NOVEMBER 6TH TO PREPARE A TIMELINE FOR BRINGING THE DRAFT METHODOLOGY BACK TO CITY COMMISSION FOR REVIEW. WE HAVE ALSO BEEN COORDINATING WITH COMMUNITY DEVELOPMENT AND PUBLIC WORKS TO ENSURE THEY ARE ABLE TO REVIEW AND PROVIDE FEEDBACK ON THE DRAFT METHODOLOGY. WE ARE SCHEDULED TO MEET WITH CITY COMMISSION IN A WORK SESSION ON FEBRUARY 11TH, 2025 TO REVIEW THE REVISED SDCs AND DISCUSS NEXT STEPS.**
- **MET WITH CONSULTANT ON SEPTEMBER 19TH TO REVIEW DRAFT METHODOLOGY AND PREPARE FOR PRESENTATION TO CITY COMMISSION**
- **MET WITH CONSULTANT ON AUGUST 28TH TO TRANSITION PROJECT OVER TO ACM RAINS AND P&R DEPUTY DIRECTOR KISSINGER**
- **MET WITH CONSULTANT ON MAY 15TH TO REVIEW CIP**
- **SENT FINAL DRAFT CIP PLAN TO CONSULTANT – MARCH 28TH**
- **SENT ROUGH DRAFT CIP PLAN TO CONSULTANT – MARCH 4TH**
- **DEB GALARDI PRESENTED TO PRAC – SEPTEMBER 28TH**
- **SDC/MASTER PLAN COLLABORATION MEETING – SEPTEMBER 26TH**
- **SDC METHODOLOGY KICK-OFF MEETING WITH THE PROJECT TEAM – AUGUST 11TH**
- **CONTRACT WITH GALARDI ROTHSTEIN GROUP FULLY EXECUTED – JULY 6TH**
- **MET WITH ECONORTHWEST, FCS GROUP, AND GALARDI ROTHSTEIN – MARCH - MAY**

2023-2025 Commission Goals and Strategies

Job Category



FEBRUARY 2025 UPDATE

Department Contact:	Dayna Webb	Date:	February 2025
Percentage Complete:	80%	Target Completion:	Ongoing

Goal 2.3 Capital Projects (Public Works)

Important or Relevant Dates/Milestones: (looking ahead at the next 3 months)

Oregon City Quiet Zone – This project is federally funded, and the city is supporting ODOT, which is delivering this project. ODOT/Metro has added the project to the Draft STIP/MTIP, as anticipated. The City and ODOT project staff have finalized work on the project intergovernmental agreement, and the agreement was adopted by the City Commission on December 6, 2023. The project consultant contract has been executed, and design work is underway. The survey work is completed, and the consultant team is preparing the Design Acceptance Package (30% Concept Plans) for review. Once that package is received, staff will provide an update to City Commission, which includes a revised cost estimate for the project.

Inflow and Infiltration Program – The Linn Basin Project 1 and the 2023 Manhole Rehab Projects are complete. The Rivercrest Basin Phase 4 (private laterals) and the Molalla Avenue Basin projects are under construction. Seven additional projects are in various forms of design. Staff provided the City Commission with an I & I Annual Program update in July.

PMUF – The 2024 PMUF project is completed. The 5-year Pavement Maintenance Plan (2025-2029) was shared with the City Commission at the June 11, 2024, City Commission meeting. Staff has completed the 2022-23 Annual PMUF Report which is now available for review on the City's Website. The 2025 PMUF project design is well underway and will begin construction in July 2025.

WIFIA Program – The program submitted a quarterly report for work through December 2024 and continues to coordinate with the Confederated Tribes of the Grande Ronde on cultural resource program policies for WIFIA projects. The Molalla Avenue 30-inch Transmission Main project has been awarded and construction is anticipated to start mid-February. Design is underway on the second transmission project which includes a new pump station at the Henrici Reservoir site that will serve the Thimble Creek pressure zone. The Pipe Rehabilitation program is on track with the Holmes Lane a 12-inch replacement waterline in Holmes Lane between Linn Avenue and Prospect Street working to wrap up. Design of the SCADA Isolation project continues to move forward.

Stormwater Project – The Barclay Hills Stormwater Outfall completed construction and is now working on final punch list items to complete the project.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

The City's CIP entails approximately \$55 Million for over 40 projects. These projects as outlined in the 2023-25 Biennial Budget and include the Roadway Reconstruction (PMUF) program; 10 Transportation projects; the WIFIA program, which makes up much of the 11 water projects listed; the Inflow and Infiltration Program with 10 sewer projects; and 4 stormwater projects.

2023-2025 Commission Goals and Strategies

Job Category



FEBRUARY 2025 UPDATE

Department Contact:	Dayna Webb	Date:	February 2025
Percentage Complete:	80%	Target Completion:	June 2025

Goal 2.4 Transportation (Sidewalk and Bike Lane Safety/Infill)

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

The 2024 PMUF Construction Work was awarded to the low bidder on May 1, 2024 and that work is completed. Staff presented to the City Commission an update on the City's recent effort to update the PMUF 5-year Plan on June 1, 2024.

The 2025 PMUF project has begun design, the project team is working with an adjacent property owner along Warner Milne to determine if we can include some sidewalk infill along the north side of Warner Milne as part of the project. Options related to the installation of sidewalk and the impacts to the 37" White Oak tree will be presented to City Commission.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

These sidewalk infill projects, and the funding allocated, are typically paired with another transportation project. The City's PMUF program, the Quiet Zone project, Main Street, or neighboring facility needs that pair well with an existing project are often where these funds are utilized. The 2024 CIP will utilize this budget item to complete the goal of creating more sidewalk and bike lane infill for the community.

The 2024 PMUF project includes 2,800 sf of sidewalk work mostly focused on upgrading accessible ramps which are out of compliance with current standards. The Annual PMUF projects are also being planned to upgrade ramps in preparation for in-house maintenance work using a surface process called micro surfacing. The Main Street ADA project is complete and added new ramps on Main at 12th and 13th Streets. The Holcomb Safe Routes to Schools Project is under construction and will include a new sidewalk on the north side of Holcomb Boulevard between Holcomb School Road and Winston Drive.

2023-2025 Commission Goals and Strategies

Job Category



FEBRUARY 2025 UPDATE

Department Contact:	Dayna Webb	Date:	February 2025
Percentage Complete:	80%	Target Completion:	Ongoing

Goal 2.5 Transportation (PW Fund \$400,000 Sidewalk Assistance Program)

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

This is an ongoing program. Funding authorization is limited to \$200,000 per year for a biennial budget of \$400,000.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

Since July 2023 the City has processed 57 applications for a total grant expenditure of \$126,741.99.

7/1/2023 – 6/30/2024: 44 properties \$100,704.09

7/1/2024 – present: 17 properties \$30,808.63

The Public Works Department collaborates with the Code Enforcement Division of the Police Department for trip hazard compliance when property owners do not take action on their own. In that regard, the City is maintaining 15 CE files that are in various stages of enforcement (13 from 2024 and 2 from 2023). In 2025 we have received 3 files of which 3 remain active and 0 have been resolved.

2023-2025 Commission Goals and Strategies

Job Category



FEBRUARY 2025 UPDATE

Department Contact:	Shaun Davis	Date:	February 2025
Percentage Complete:	100%	Target Completion:	Ongoing

Goal 4.1 Police (General Fund \$741,000 for Homeless Liaison Officer and Behavioral Health Specialist)

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- **2025 - CLACKAMAS COUNTY EXPECTED TO COMPLETE IGA'S FOR CITY-LED HOMELESS INITIATIVE GRANTS.**

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- May 2023 - Budget Committee approved additional Case Manager for BHU
- June 2023 - Applied for HOWTO (Healthy Oregon Workforce Training Opportunity) Grant for Expansion of the Behavioral Health Unit (i.e., Case Manager Position) & Crisis Intervention Team
- September 2023 – Learned we did not receive the grant.
- October 2023 - Developed job description
- December 2023 – Case Manager position posted and accepting applications
- January 2024 – PD and Court submitted proposals to Clackamas County H3S for Funding Opportunities for City-led Homelessness Initiatives
- February 2024 – Case Manager Interview Processes Completed and Case Manager selected
- February 2024 – IGA completed for shared BHU Software between OCPD, LOPD, WLPD, CPD, & MPD
- April 2024 – Shared BHU software fully implemented.
- April 2024 - Clackamas County announced 3-year grant funding decisions from submitted proposals for City-Led Homeless Initiatives. PD to receive grant funding for additional non-sworn Homeless Outreach Specialist and Supplies. Court to receive grant funding to implement new Community/Specialty Court.
- May 2024 – Chelsea Fults started in her new position as Case Manager and is currently in training
- June 2024 – Chelsea Fults completed her training and is in her Case Manager role. With CM and BHS, we are able to have BHU coverage M-F 7am-7pm. Chelsea is providing case management follow up with clients and able to help with coordinating several monthly behavioral health related meetings.
- October 2024 – Had follow up meeting with Clackamas County regarding City Led Initiative Grant. County still working on initial draft IGA's for PD and Court grants.
- December 2024 - Had follow up meeting with Clackamas County regarding City Led Initiative Grants. County still working on initial draft IGA's for PD and Court grants.
- January 2025 – Reached out to Clackamas County regarding City Led Initiative Grant for updates on both grants that Municipal Court and Police Department were awarded.
- Every month we continue to host our Oregon City Homeless Coordinating Meeting and meet with local and county partners.

2023-2025 Commission Goals and Strategies

Job Category



FEBRUARY 2025 UPDATE

Department Contact:	Shaun Davis/Thomas Kissinger	Date:	February 2025
Percentage Complete:	70%	Target Completion:	Ongoing

Goal 4.2 Parks (General Fund for camp cleanups)

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

PARKS AND PD CONTINUE TO COLLABORATE ON CAMP CLEANUPS LOCATED ON PARK PROPERTY. STAFF HAVE MET TO DISCUSS WAYS IN WHICH WE CAN IMPROVE THE REPORTING AND CONTRACTING PROCESS TO BETTER ADDRESS CAMP CLEANUPS MOVING FORWARD. THE RESTROOM CLEANING CONTRACT WAS A SUCCESS AND PARKS STAFF ARE LOOKING TO BUILD ON THAT SUCCESS IN THE FUTURE.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- **STATUS UPDATE: PARKS & CEMETERY DIVISION WORKED WITH PD TO REMOVE A PERSISTENT CAMP AT THE CEMETERY, ALONG THE BORDER WITH NEWELL CREEK CANYON. WE ARE MONITORING THE SITE TO ENSURE THE CAMP DOES NOT RETURN.**
- Restroom cleaning contract was set to expire September 30, 2024. After evaluating the program and its effectiveness, Parks decided to explore continuing this contract through the rest of the fiscal year. Contracting and budget analysis determined this service provides staff opportunity to focus on higher level project work while providing better service to the community. A new contractor was hired to provide this service through the remainder of the fiscal year.
- Parks & Cemetery Division worked with PD to remove a persistent camp at Old Canemah Park, near the PGE property. This camp has been cleaned up three times so far. Parks and Cemetery worked to add new vegetation and stones to the area to help prevent this issue from occurring again.
- PD worked with Public Works to obtain No-Trespassing signs and locations for the City Property near Hwy 213 / Beaver Creek Rd.
- June 2023 – PD conducted large camp clean up on City Property located near Hwy 213 and Beaver Creek Rd. (\$34,752.00)
- PD has allocated funds for 2023-2025 budget years were reduced to \$10,000 each year / \$20,000 for biennium. (Current expenditures - Monthly POD rental for personal property storage, (\$179/mo., \$2,148/yr.) is dedicated to this budget)
- December 2023 – Public Works placed no-trespassing signs on City Owned Property near Hwy 213 / Beaver Creek Rd.
- The Parks & Cemetery Division has finished conducting research and reference checks on contractors who can manage restroom cleanups in our parks. We are currently creating a contract with a vendor, which will start in April 2024. This will help the department in addressing the problems caused by homeless individuals vandalizing and damaging the park restrooms. The duration of this contract will be two years.

2023-2025 Commission Goals and Strategies

Job Category



FEBRUARY 2025 UPDATE

Department Contact:	Economic Development	Date:	February 2025
Percentage Complete:	99%	Target Completion:	June 2025

Goal 5.1 Create and promote economic development opportunities City-wide to support a healthy, and sustainable local economy.

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- Will focus on sponsoring or supporting training and workforce development activities in a wholesale manner involving and addressing the employment training and recruitment needs of several employers at one time instead of individually.
- Further develop and promote small business technical assistance and financial support services.
- Establish initiatives that support a “business-friendly” environment in Oregon City.
- Work to help prepare City-owned and Urban renewal-owned properties for future development.
- Work to promote the Arts as an important economic development element.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- Talent Ready –
 - Recently held a “Summit Meeting” involving all talent ready employers and human service agencies to address ongoing and new employee recruitment challenges for Talent Ready Employers.
 - The following organizations have partnered with the Talent Ready Initiative:
 - >Willamette Providence Medical Services
 - >Orchid Orthopedic Manufacturing
 - >Benchmade Knife Manufacturing
 - >Avamere Rehabilitation
 - >Oregon City Municipal Court
 - Due to the growing concern about the lack of affordable childcare and the ability to retain and attract employees, Talent Ready has partnered with a childcare vendor to work with the Talent Ready employers to provide childcare services to employees of Talent Ready Employers.
 - Met with Benchmade on May 16, 2024, during its Board Directors Meeting whereby Talent Ready was discussed along with other economic development initiatives. Seeking to have Benchmade sign up for Talent Ready that they are experiencing growth and employee shortages. If Benchmade joins Talent Ready, it will join the following entities that have already signed an MOU with the Department to help alleviate worker shortages:
 - Providence Willamette Falls Medical Services (For-Profit)
 - Avamere Rehabilitation (For-Profit)
 - Oregon City Municipal Court (Government)
 - Oregon State University (Educational Institution)
 - Staff will continue to seek additional partnerships with organizations and businesses to provide training to would-be employees and to refer workers to businesses to mitigate workforce shortages.

- **Small Business Technical Assistance and Financial Support Services**
 - **The second cohort of the BIZ POD Program graduated on June 1, 2024.**
 - The Entrepreneurial Opportunity Loan Program (“EOLP”) in partnership with EMBOLD Community Credit Union has made a total of 3 loans totaling \$48,000. All loans are current with their monthly loan payments.
 - Launched the small business micro-enterprise grant program for existing small businesses with five or fewer employees. **The program has given out grants to two existing businesses.**
 - The second cohort of the BIZ POD Program started classes on March 24, 2024 and has concluded classes on May 17th. The graduation ceremony of 6 emerging businesses will be held on June 1, 2024.
- **Business Friendly Environment**
 - **Staff is developing a procurement program that will allow Oregon City’s small businesses to do more business with the City.**
Staff is currently interviewing City departments to determine the goods and services being purchased. Program projected to commence early Fall, 2024.
 - Continue to work on the Ombudsman Initiative (working with the Depts of Community Development and Public Works to educate commercial/business investors on the City’s development processes and serve as an advocate for commercial/business investors in the community)
 - City staff launched the new Oregon City Business License program on January 1, 2024. The new initiative reduced the cost of City business licenses for both new and existing businesses. City Commission approved the proposed changes back in November 1, 2023
- **Owned/Urban Renewal Owned Properties**
 - **Working with public works to complete a property survey of the Stimpson Property**
 - **An RFP will be crafted to identify a developer for the Stimson Property**
 - **A property surveyor has been selected to survey the Stimson Property**
 - **An appraiser was selected and has begun work to appraise the Stimson Property**
 - **A study was conducted on the water quality of the Cove**
 - A Phase I Environmental Assessment was completed for the Stimson Property
 - A geo-technical study has been completed for the Stimson Property
 - A draft Request for Proposals seeking a property appraiser will be presented to the Urban Renewal Commission for approval on June 5, 2024.
- **The Arts Commission**
 - **Recently, the Arts Commission unveiled its commissioned sculpture on the corner of Center and Singer Hill Road.**
 - **The Arts Commission received \$28,000 in funding to repair existing public artworks around the community.**
 - **The Arts Commission has identified a sculptor to replace the damage public artwork located at the corner of Center Street and 7th Street.**
 - The Arts Commission reviewed fourteen proposals aimed at replacing the metal sculpture that was situated on the corner of Center and 7th street. Two finalists were chosen for further review. On May 16th during its regularly scheduled meeting, the Arts Commission made its choice to conduct the work.

2023-2025 Commission Goals and Strategies

Job Category



FEBRUARY 2025 UPDATE

Department Contact:	Economic Development	Date:	February 2025
Percentage Complete:	100%	Target Completion:	June 2025
Goal 5.2 Create and promote a tourism infrastructure that doesn't negatively impact neighborhoods and supports economic development to promote a healthy, sustainable local economy.			

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- **Waiting on the City Commission to meet to appoint members of the Board of Directors to the DMMO.**
- **The first round of funding for 2023/2024 City-Sponsored Public Event Program was approved by the City Commission and distributed to eligible applicants.**
- **Recommend policies and strategies to enable the transferal of tourism activity to a legally organized entity that will serve as a Destination Management/Marketing Agency ("DMMO") to manage and operate tourism programs from outside of City Government.**

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- **City-Sponsored**
The 2024/2025 City-Sponsored Public Event Program is now accepting new applications up to June 2025.
- The 2023/2024 City-Sponsored Public Event grants were distributed to eligible and approved program applicants including The Car Show LLC, OC Parks & Recreation, Three Rivers Art Guild, DOCA, and OC Brewing Co, totaling \$50,000 (May 2024)
- This year, the City Commission approved the use of the funds for a 4th of July Celebration.
- As of March 4, 2024, staff has received 3 applications. (DOCA, Arts Festival, Parks & Recreation Dept.)
- **Destination Management/Marketing Organization ("DMO")**
- **Waiting on the City Commission to hold a meeting to appoint members of the DMMO Board of Directors**
- **The legal and structural strategy for the DMMO has been completed and approved**
- **The DMO consultant's work is slated to be finished by December 2024, which includes the creation of a board of directors, and the development of a contract document with the DMO.**
- **A DMO Development Taskforce has been established to work with the consultant to legally structure a 501(c)(6) DMO.**
- **The City identified a DMO consultant, Whereabout, Inc, to help structure a DMO.**
- The Committee on DMO Structure including representatives from DOCA, OC Heritage Coordinating Committee, Mt. Hood Territory, OC Parks & Recreation, and OC Economic Development will meet on Thursday, May 23, 2024, to recommend a consultant to the City Commission to help structure a DMO.
- At the closing of the RFP submission period on April 26, 2024, for DMO consultants, staff received two responses.
- On March 6, 2024, the City Commission approved an RFP document, drafted by City staff, to be advertised through various channels to obtain responses from qualified DMO consultants.
- During its work session on November 7, 2023, the City Commission received a comparative analysis of DMOs within the Portland Metro Region and staff recommendations to further the conversation with respect to moving the tourism function from the Economic Development Dept. to a DMO outside of City municipal government.

- During its work session meeting on January 9, 2024, the City Commission heard from Mt. Hood Territory, "Visit McMinnville, Inc." and "Explore Wilsonville.com" to discuss their respective programs, their organizational structure, and marketing operations.
 - On February 7, 2024, the City Commission directed staff to develop a request for proposals that will result in the creation of a standalone legally operating nonprofit, that operates like a business, and controls and manages its strategic direction.
 - As progress is made toward establishing a DMO, staff has developed a broadcast commercial that promotes the downtown, it aired on November 13, 2023.
 - Staff produced a commercial that featured the wineries, breweries, and distilleries in and around the vicinity of Oregon City which aired on Feb. 5, 2024.
- Promotion/Advertising
 - **The Economic Development Update Annual Report will be published in February 2025**
 - **The Economic Development Department has launched its first newsletter, "OC Market Messenger."**
 - **The department revised its economic development website to include updated and new economic/ demographic data as well as new information on new programs and initiatives.**
 - Economic Development placed a full-page ad in the 2024 Seattle Mariners Yearbook that featured both tourism and investment opportunities in Oregon City.
 - Oregon City staff produced three commercials that were broadcasted on KATU2. Each commercial featured one tourism-related aspect of the Oregon City community: Downtown Oregon City, wineries and distillery industry in Oregon City, and outdoor recreation within the community.

2023-2025 Commission Goals and Strategies

Job Category



FEBRUARY 2025 UPDATE

Department Contact:	Aquilla Hurd-Ravich	Date:	February 2025
Percentage Complete:	75%	Target Completion:	June 2025

Goal 6- Housing: Anticipate state mandates and tailor local policies to best fit the needs of the community while balancing public infrastructure investment for current and future residents.

6.1 Expand housing choices and develop a housing strategy

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- Planning staff applied for an exemption to the mandatory adjustment section of SB 1537 (2024) on December 30, 2024. DLCD is currently processing these applications until the HAPO office is running in July. Because we applied for an exemption, the mandatory adjustments are in a deferral state until our application is either approved or denied.
- After July 1, 2025, HAPO will be able to receive and respond to official inquiries, requests, and complaints from local governments and housing developers. Department of Land Conservation and Development (DLCD) and Department of Consumer and Business Services (DCBS) are actively working on staffing and operational tasks to meet this deadline.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- Every January the City is required to submit a housing report to DLCD that details the number of units produced and the number of units permitted in the previous calendar year. This year, DLCD will not collect this data until June based on new requirements from OHCS.
 - Calendar Year 2023:
 - Permitted Single Family: 16 units
 - Permitted Multi-Family: 305 units
 - **Total: 321 residential units**
 - Produced Single Family: 65 units
 - Produced Multi-Family: 212
 - **Total: 277 residential units**
- SB1537-The Housing Production Package does several things: establishes a new Housing Accountability and Production Office; requires cities grant up to 10 administrative adjustments; establishes and funds a new state revolving fund for local governments to administer loans for low to moderate income housing development; allocates funds to Business Oregon to help small and rural communities access infrastructure programs; and provides one-time urban growth boundary expansion tool.
- At the conclusion of the 2023 Oregon State Legislative Session, a number of housing bills were passed. Staff gave a [land use legislative](#) update to the City Commission which included an update on housing bills.

- The most significant piece of legislation was an Executive Order made by the Governor that established a statewide housing production goal and a Housing Production Advisory Council. The Executive Order also established a goal to produce 36,000 new housing units per year for the next ten years. The Housing Production Advisory Council is charged with identifying recommendations to meet this goal and proposing them for discussion at the 2024 Legislative Session.
- Oregon City will be required to adopt a new Housing Capacity Analysis in the year 2027 and will be required to adopt a Housing Production Strategy the following year by December 31st 2028.

2023-2025 Commission Goals and Strategies

Job Category



FEBRUARY 2025 UPDATE			
Department Contact:	Aquilla Hurd-Ravich	Date:	February 2025
Percentage Complete:	75%	Target Completion:	June 2025
Goal 7 Protect and preserve our environmental and natural resources for a healthy, sustainable community; 7.1 Focus efforts on preserving and protecting the City's Tree Canopy			
IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS) - Planning staff will continue to administer the Street Tree removal and replacement program as well as review any removal and replacement proposed by City staff on City owned property with diligence and eye toward replacement and retainment when possible. - Friends of Trees hosted a planting event on December 14th, 2024 at Rivercrest Park. - The Arbor Day Foundation named the City of Oregon City a 2024 Tree City USA to honor its commitment to effective urban forest management for the 12th year in a row.			
STATUS: (WHAT HAS BEEN DONE/IS BEING DONE) - In 2024, the city received a growth award for demonstrating environmental improvement and an outstanding level of tree care for the fourth year in a row. - The focus of Friend of Trees' work through June 2025 is to increase canopy coverage in the right-of-way and private yards. The City awarded Friends of Trees a contract to continue this work. <u>Natural Resource Committee Activities:</u> - The NRC has discussed tree code and policies at all of their meetings this year. They are preparing to bring their considerations and recommendations to the City Commission. - The Natural Resource Committee identified several activities in their work plan that support a healthy tree canopy: <i>Support and promote volunteer participation for a public tree inventory for city properties, parks, street trees, school properties and other public lands.</i> <i>Communicate with Neighborhood Associations, Citizen Involvement Commission and the Business Community. NRC members will promote programs such as the heritage tree program, Arbor Day, etc. through presentations to other groups and boards.</i> - Community Development staff will continue to support the NRC and their efforts as a means to achieve the Commission's goal.			

2023-2025 Commission Goals and Strategies

Job Category



FEBRUARY 2025 UPDATE

Department Contact:	Dayna Webb	Date:	February 2025
Percentage Complete:	Ongoing	Target Completion:	Ongoing
Goal 7.2 National Pollution Discharge Elimination System (NPDES) requirements/sampling			
IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS) November 1, 2023 – Provide the City Commission with an annual presentation regarding the City’s stormwater program, municipal stormwater pollution prevention activities, and best practices for residents to prevent stormwater pollution. <u>Done</u> November 2023 – Aligned with the City’s Winter Weather Response Plan, develop an SOP for the City’s road maintenance strategy to document material selection, storage, proper application (timing and rates), collection, and reuse opportunities. <u>Done</u> February 26, 2024 – Provide the Planning Commission with an annual presentation regarding the City’s stormwater program, municipal stormwater pollution prevention activities, and best practices for residents to prevent stormwater pollution. <u>Done</u> February 28, 2024 – Develop an SOP that outlines pollution prevention measures when cleaning up abandoned campsites in public areas. SOP may be added to the larger Municipal Operations SOP (BMP OM-2). <u>Done</u> February 28, 2024 – Develop an SOP for pesticide and fertilizer storage, application, and disposal. SOP may be added to Municipal Operations SOP in OM-2. Revise standard language for maintenance and landscaping contracts to include provisions and restrictions for pesticide and fertilizer application. <u>Done</u> November 2024 – Prepare an illicit discharge ordinance that will update OCMC 8.08 to specifically prohibit illicit discharges (and allow or conditionally allow others), consistent with NPDES MS4 Permit Schedule A.1.d. Include escalating enforcement based on severity and intent of incident. <u>Done</u> November 2024 – The City’s Annual NPDES MS4 2023-2024 Annual Report has been submitted to Oregon Department of Environmental Quality. <u>Done</u>.			
STATUS: (WHAT HAS BEEN DONE/IS BEING DONE) The Public Works Department Manages the NPDES Program within the Stormwater Division and in accordance with the NPDES Municipal Separate Storm Sewer System (MS4) Phase I Permit. Our Stormwater Management Program (SWMP) document lays out a long list of activities the City must implement to comply with the City’s NPDES MS4 Permit. The program categories include Public Education and Outreach, Public Involvement, Illicit Discharge Detection and Elimination, Erosion and Sediment Control, Post Construction, Municipal Operations and Maintenance, Industrial and Commercial Program, and additional program elements. Details on the City’s NPDES program are most easily found via the City’s website at https://www.oregoncity.org/1165/NPDES-MS4-Phase-I-Permit---Clackamas-Gro			

One all-encompassing accomplishment of the NPDES program is the City's dedicated NPDES webpage, providing access to a long list of reference documents compiled in one location accessible to the public is a recent accomplishment. Website access provides easy access to the MS4 Permit, the SWMP, a long history of annual reports, and several other supporting documents that the City has created to maintain compliance with Federal and State mandates and to reduce discharges of pollutants to receiving waters.

Illicit discharge detection and elimination (IDDE) remains a priority. Staff recently completed dry weather outfall inspections, and all nine strategically identified non-residential Outfalls were confirmed to be free of illicit discharge. Public works to continue to assess new outfall sites for consideration for this inspection process. The prioritization criteria for Outfall inspections was reviewed and deemed appropriate for current permit requirements and language for IDDE SOP was updated to reflect the 2021-2026 MS4 permit.

The construction site runoff control program continues to remain effective. This is accomplished through regulatory requirements, plan reviews, permitting and construction site inspections, enforcement procedures, education, and training. Procedures are clearly outlined in the newly completed Oregon City Erosion Control Enforcement Standard of Practice, as required by SWMP bmp EC-6.

Inspections of public stormwater management facilities remain a routine practice. Staff is tasked with Identifying maintenance needs and issuing work orders when repairs or maintenance is required. For the publicly owned facilities Staff perform maintenance actions to maintain stormwater management facility performance on a monthly basis.

Public Works Develop an SOP that outlines pollution prevention measures when cleaning up abandoned campsites in public areas.

Public Works Develop an SOP for pesticide and fertilizer storage, application, and disposal. Staff have conducted inspections of high-priority businesses identified through the industrial/commercial facility screening program. During site inspections, staff reviews onsite stormwater systems, pollution prevention measures, material transport and storage, and waste disposal. The Industrial/Commercial Facilities Strategy has been updated to reflect new permit language and submitted the Final document (with comments addressed) to the DEQ and is now available on the City's website.

Staff are beginning the process of translating published public informational fliers and key program outreach information to load them on the Department's website.

The green infrastructure/Low impact design (LID) Strategy has been completed to reflect new, permit language & a gap analysis has been performed on all municipal Codes and Standards to ensure there are no barriers to LID implementation. A technical review memo of the gap analysis has been made available to the public and DEQ in the online library.

Two capital improvement projects have been constructed as a result of addressing the 2015 hydromodification assessment to minimize stream bank erosion and improve water quality. Site Prioritization, Assessment, and Planning for Future Improvements is ongoing. An update is required by the DEQ and was submitted with the MS4 annual report.

2021-2023 Commission Goals and Strategies

Job Category



FEBRUARY 2025 UPDATE

Department Contact:	Thomas Kissinger	Date:	February 2025
Percentage Complete:	99%	Target Completion:	April 2025

Goal 2.5 Rolled Over Parks Master Plan

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

THE MASTER PLAN WILL PROVIDE A VISION FOR THE DEVELOPMENT, MAINTENANCE, AND OPERATION OF THE PARK SYSTEM. IT WILL PROVIDE SPECIFIC TOOLS AND GUIDANCE FOR ACHIEVING THE GOALS AND ACTION ITEMS ENVISIONED BY CITY STAFF AND THE COMMUNITY. IT WILL PROVIDE AN INVENTORY OF EXISTING PARKS AND RECREATION FACILITIES, FINDINGS FROM THE PLANNING PROCESS AND COMMUNITY ENGAGEMENT, A VISION STATEMENT, GOALS, AND RECOMMENDATIONS FOR SYSTEM-LEVEL AND PARK-SPECIFIC IMPROVEMENTS, PARKLAND ACQUISITION STRATEGY, AND A SUGGESTED FUNDING STRATEGY. THE PROCESS WILL TAKE APPROXIMATELY 24 MONTHS, AND WE WILL WORK WITH A CONSULTANT TO COMPLETE THIS PLAN.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- STATUS UPDATE: WE SUBMITTED A REQUEST FOR A PRE-APPLICATION MEETING WITH PLANNING AND HELD THAT MEETING ON JULY 30TH, 2024. PLANNING AND PUBLIC WORKS HAD COMMENTS REGARDING THE ADOPTION OF THE PLAN INTO THE COMPREHENSIVE PLAN. THE FINAL APPLICATION IS IN PROGRESS AND IS ALMOST READY TO BE SUBMITTED. WE ESTIMATE TO MOVE THROUGH THAT PROCESS WITH PLANNING COMMISSION AND CITY COMMISSION IN MARCH AND APRIL 2025
- PRE-APPLICATION MEETING WITH PLANNING – JULY 30TH
- MET WITH PLANNING TO DISCUSS ADOPTION INTO THE COMPREHENSIVE PLAN – JULY 10TH
- FINAL DRAFT OF THE MASTER PLAN REVIEWED AND APPROVED BY CITY COMMISSION – JUNE 5TH
- FINAL DRAFT OF THE MASTER PLAN PRESENTED TO CIC – JUNE 3RD
- CONSULTANT PRESENTED TO YAC – MAY 13TH
- CONSULTANT PROVIDED STAFF TRAINING ON CONNECTION & CUSTOMER SERVICE – MAY 7TH
- CONSULTANT PRESENTED AT JOINT WORK SESSION WITH PRAC & CITY COMMISSION TO DISCUSS PLAN & CIP – MAY 7TH
- PUBLIC ENGAGEMENT EVENT AT PIONEER COMMUNITY CENTER @ 6:00 – MAY 6TH
- MEETING WITH CONSULTANT TO FINALIZE CIP PLAN – APRIL 29TH
- CONSULTANT PRESENTED TO PLANNING COMMISSION – APRIL 22ND
- CONSULTANT PRESENTED PLAN TO PRAC – MARCH 28TH
- MEETING WITH CONSULTANT TO DISCUSS CIP PLAN – MARCH 19TH
- MASTER PLAN/CIP CHECK-IN MEETING – JANUARY 10TH
- PROVIDED CIP PLAN PROJECT LIST TO CONSULTANTS – NOVEMBER 14TH

- JOURNEY-MAPPING TOP 10 WITH MANAGERS – OCTOBER 31ST
- CIP PLAN MEETING WITH CONSULTANTS – OCTOBER 25TH
- SDC / MASTER PLAN CHECK-IN MEETING – SEPTEMBER 26TH
- CONSULTANT PRESENTED TO YAC -AUGUST 14TH
- JOURNEY-MAPPING MODEL MEETING WITH MANAGERS – AUGUST 10TH
- CONSULTANT PRESENTED TO CIC – AUGUST 7TH
- HAPPIFEET APP LAUNCHED AND MARKETED IN PARKS
- CONSULTANT PRESENTED UPDATE TO CITY COMMISSION – JULY 11TH
- CULTURE TRAINING WITH PARKS AND RECREATION STAFF – JULY 11TH
- PUBLIC ENGAGEMENT EVENT – JULY 10TH AT CITY HALL
- CONSULTANT PRESENTED TO PRAC – JUNE 22ND
- COMPREHENSIVE PLAN DRAFT PRESENTED TO PARKS DEPARTMENT – JUNE 2023
- MET WITH CONSULTANT TO DISCUSS FINAL DRAFT OF PLAN – MAY 21ST
- FINANCIAL ANALYSIS AND DEVELOPMENT OF A FUNDING PLAN – MARCH 2023
- MET WITH CONSULTANT TO DISCUSS ONLINE SURVEY RESULTS – FEBRUARY 17TH
- UPDATED PROJECT PLAN RECEIVED FROM CONSULTANT FEBRUARY 3RD
- UPDATE PROVIDED TO PRAC ON JANUARY 26TH
- HELD SECOND PUBLIC ENGAGEMENT MEETING AT CITY HALL – JANUARY 23RD
- 2-DAY DEPARTMENT COLLABORATION ON STRATEGY DEVELOPMENT AND FUTURE VISION – JANUARY 23-24TH
- PUBLIC ENGAGEMENT MEETING – DECEMBER 5TH AT ROBERT LIBKE AT 6 PM
- STRATEGIC PLANNING MEETING – DECEMBER 5TH & 6TH AT CITY HALL
- UPDATE PROVIDED TO PRAC ON DECEMBER 1ST
- UPDATE PROVIDED TO CITY COMMISSION ON NOVEMBER 16TH
- ONLINE SURVEY WAS COMPLETED ON OCTOBER 10TH
- STATISTICALLY VALID SURVEY WAS COMPLETED ON SEPTEMBER 26TH
- ETC SURVEY WAS MAILED TO ALL OREGON CITY RESIDENTS ON AUGUST 6TH AND THE ONLINE SURVEY GOES LIVE AUGUST 22ND AND CLOSES ON SEPTEMBER 30TH.
- FIRST PUBLIC ENGAGEMENT MEETING ON JUNE 2ND TO INTRODUCE CONSULTANT TO THE CITY AND OUTLINE PROJECT TIMELINE. GATHERED FEEDBACK FROM ATTENDEES ABOUT WHAT THEY WANT TO SEE IN OREGON CITY PARKS.
- ONSITE VISIT AND STAKEHOLDER INTERVIEWS TOOK PLACE JUNE 1 -2ND
- PARKS MASTER PLAN WEBSITE WENT LIVE ON MAY 16TH
- THE PARKS MASTER PLAN CONTRACT WAS APPROVED ON APRIL 6TH
- AN INTENT TO AWARD WAS POSTED ON MARCH 16TH. PROS CONSULTING LLC HAS BEEN CHOSEN AS THE FIRM WHOM WE WILL BE WORKING WITH FOR THE PARKS MASTER PLAN.
- AN RFP WAS ISSUED TO SEEK A CONSULTANT TO UPDATE THE PARKS MASTER PLAN IN DECEMBER 2021.

- AN RFP WAS PUBLISHED AND WE ARE SEEKING PROPOSALS FOR THE PARKS MASTER PLAN. PROPOSALS ARE DUE ON FEBRUARY 4TH. WE WILL REVIEW THE RECEIVED PROPOSALS AND CHOSE AN APPROPRIATE CONSULTANT TO MOVE FORWARD WITH. AN EXPECTED ANNOUNCEMENT OF THE WINNING PROPOSAL WILL HAPPEN ON FEBRUARY 18TH

2021-2023 Commission Goals and Strategies



February 2025 UPDATE

Department Contact:	Economic Development	Date:	February 2025
Percentage Complete:	97%	Target Completion:	June 2025

Goal 2, Strategy 2.6 Assess the Communication Infrastructure and Equipment

STRATEGY TO ESTABLISH COMMUNITY -WIDE FIBER OPTIC CONNECTIVITY TO HOMES AND BUSINESSES THROUGHOUT OREGON CITY.

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- **INTERDEPARTMENTAL RECOMMENDATION TO CITY COMMISSION**
- **COMPLETE INTERNAL REVIEW OF DRAFT FINAL REPORT**
- **PRESENT TO CITY COMMISSION FOR REVIEW AND DIRECTION.**

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- **INTERDEPARTMENTAL MEETING INVOLVING COMMUNITY DEVELOPMENT AND PUBLIC WORKS TO PREPARE FOR MEETINGS WITH FIBER-OPTIC VENDORS TO DISCUSS THE VENDORS' NEEDS TO INCENTIVIZE THEM TO PARTNER WITH THE CITY TO ENHANCE FIBER-OPTIC CONNECTIVITY WITHIN OREGON CITY.**
- **INTERDEPARTMENTAL FOCUS GROUP DISCUSS HOW TO PROCEED WITH DEVELOPING RECOMMENDATIONS TO CITY COMMISSION**
- **STAFF MANAGEMENT HAVE BEEN GIVEN ACCESS TO THE FINAL DRAFT REPORT AND ARE BEING ASKED TO PROVIDE THEIR COMMENTS AND INPUT BEFORE IT IS SUBMITTED TO THE CITY COMMISSION.**
- **COMPLETED CITY-WIDE SURVEY TO UNDERSTAND HOW MUCH IMPORTANCE RESIDENCE AND BUSINESSES PLACE ON HIGH-SPEED BROADBAND CONNECTIVITY. COMPLETED SURVEYS WERE RECEIVED FROM 407 RESIDENTIAL PARTICIPANTS. 92% SAID THAT ACCESS TO AFFORDABLE BROADBAND IS AS ESSENTIAL AS OTHER UTILITIES**
- **INITIAL DRAFT INTERIM REPORT WITH RECOMMENDATIONS WAS SUBMITTED BY THE CONSULTANT TO THE ECONOMIC DEVELOPMENT DEPARTMENT FOR REVIEW**
- **PROMOTED THE STUDY TO THE PUBLIC VIA WEEKLY AND QUARTERLY OREGON TRAIL NEWS**
- **MAGELLAN ADVISORS WAS CHOSEN AS THE FIBER OPTICS STUDY CONSULTANT**
- **DETERMINED THAT FUNDING FOR BROADBAND CONSULTANTS TO CONDUCT THE FIBER-OPTIC FEASIBILITY STUDY IS ELIGIBLE UNDER THE AMERICAN RESCUE PLAN ACT**
- **RECEIVED INFORMATION FROM ANOTHER CITY WITHIN OREGON ON THEIR APPROACH TO ESTABLISHING FIBEROPTIC CONNECTIVITY WITHIN THEIR CITY**
- **STAFF HAS BEGUN DRAFTING AN RFP TO ENGAGE BROADBAND CONSULTANTS**
- **RFP COMPLETED AND DISTRIBUTED TO BROADBAND CONSULTANTS**
- **DEADLINE TO RECEIVE RFPs BACK FROM BROADBAND CONSULTANTS IS NOV. 19TH**
- **DISTRIBUTED 4 RFPs TO VARIOUS BROADBAND CONSULTANTS ONLY RECEIVED ONE BACK**
- **STAFF WILL MEET THE WEEK OF DEC 6, 2021, TO REVIEW THE PROPOSAL**
- **WILL BE ENTERING INTO A CONTRACT WITH MAGELLAN ADVISORS IN FEBRUARY. CONTRACT WILL BE ON FEBRUARY 2, 2022, CITY COMMISSION CONSENT AGENDA.**
- **HAVE REGULAR PROJECT MEETINGS WITH MAGELLAN ADVISORS**

2021-2023 Commission Goals and Priorities



FEBRUARY 2025 UPDATE

Department Contact:	Planning/Public Works	Date:	February 2025
Percentage Complete:	Ongoing	Timeline:	Ongoing

Goal 7, Strategy 7.1 - Determine and Establish Relationships with the Tribes that have a Shared History with Oregon City

IMPORTANT OR RELEVANT DATES/MILESTONES:

- Confederated Tribes of the Gand Ronde applied to amend the conditions of approval associated with the Blue Heron paper mill Master Plan. CTGR have presented a new vision for the tumwata village on the property which they purchased in 2019. The Master Plan amendment was approved by the Planning Commission in a quasi-judicial hearing on January 27, 2025.
- City staff and CTUIR staff began meeting to kick off the second phase of the tribute project which will include an area for reflection.

Status:

- Confederated Tribes of the Grand Ronde:
 - Staff meets monthly with staff from the Confederated Tribes of Grand Ronde to identify opportunities to increase communication, explore formalizing a government-to-government relationship, and support private development.
- Confederated Tribes of the Umatilla Indian Reservation
 - June 3, 2024 marks the date when a permanent tribute to the five Cayuse Men was opened and became available for the public to witness.
 - The Oregon City Historic Review Board and the Park and Recreation Advisory Committee will review this application for adverse impacts or incompatibility with the historic nature of the Promenade or use as a park.

January 8, 2025

Dear Members of the Oregon City Commission,

We are writing on behalf of the Oregon City Natural Resource Advisory Committee (NRC) to present our recommendations regarding the City's urban forestry efforts, particularly focusing on the preservation and enhancement of the city's tree canopy. We believe swift action is necessary to address the alarming decline of our tree canopy and to establish a more robust and sustainable approach to urban forestry. We provide recommendations to address tree canopy loss and improving the City's approach to urban forestry.

In alignment with the City Commission's 2023-2025 Goal 7.1 and the OC2040 Comprehensive Plan, which call for strengthening our "extensive tree canopy," we must act with urgency. The justification for focusing on this issue is clear, but the path forward requires concerted effort, improved policies, and proper funding. After careful review of current practices and policies with staff, we identified several key areas requiring improvement:

1. **Understanding our current tree canopy:** Currently, the City lacks a comprehensive, citywide understanding of this asset.
2. **City policies and plans for tree canopy management:** While our comprehensive plan acknowledges the importance of the urban tree canopy, there is no unified, adopted urban forestry plan to manage this vital resource.
3. **Preservation of mature trees:** The current policies fall short in safeguarding mature trees, which are the cornerstones of our urban canopy.
4. **Recommendations to updating tree code for better tree protections:** Our current tree code is fragmented and lacks the clarity needed to ensure the long-term preservation of Oregon City's tree canopy.
5. **Securing necessary funding:** We strongly recommend that the City pursue state grant opportunities in addition to prioritizing city budget towards managing this critical infrastructure.

The time to act is now. The longer we wait, the more costly it will be to repair the damage caused by tree canopy loss. If we commit to the necessary investments today, we can ensure that Oregon City not only preserves but enhances its urban tree canopy, providing lasting benefits for our environment, economy, and quality of life. We owe it to our residents, our children, and the generations that follow to protect and nurture the trees that make Oregon City a vibrant, healthy place to live.

Thank you for your attention to this important matter. We stand ready to work with the Commission to ensure the successful implementation of these essential initiatives.

Sincerely,
Oregon City Natural Resource Advisory Committee

To the Oregon City Commission:

At a joint meeting on October 9 the Natural Resources Committee and Parks and Recreation Advisory Committee discussed recommendations for improving the City's approach to urban forestry, and address tree canopy loss.

The benefits of a healthy urban tree canopy are undeniable. Beyond environmental advantages, it enhances public health, increases property values, reduces crime, and mitigates the effects of climate change. These benefits are well-established, yet we are losing ground. Urban canopy loss is accelerating, and if we fail to act now, the costs to our community—environmentally, socially, and economically—will only rise. This is not just a matter of preserving trees; it's about ensuring a livable, resilient, and thriving community for future generations. Oregon City Commission 2023-2025 Goal 7.1 and the OC2040 Comprehensive Plan call for supporting our "extensive tree canopy". The justification for prioritizing this topic is not in question.

The issues at hand involve what to do to improve our tree canopy.

1. To what extent do we understand our current tree canopy?

Reports that the city provides for annual Tree City USA designation document tree removal, pruning, and replacement numbers is collated from three city departments. These numbers do not represent an accurate or thorough assessment of our Urban Canopy. Given this gap in information regarding important green infrastructure, a public tree inventory is needed as a basic measure to support the work of management and establishing clear canopy goals.

Tools are available to help with quantifying current canopy distribution and develop processes for canopy growth. Supporting geospatial software (GIS) and data from aerial imagery is already available for city staff. Comparing canopy extent across the city over time to evaluate canopy change is a straightforward analysis that many GIS professionals can accomplish. The City can then determine if the urban tree canopy meets the national average of a minimum canopy standard (33%) and measure the relative distribution. This information would also identify areas that receive insufficient shade and focus future planting and maintenance work by priority areas rather than areas that require emergency work or because a landowner can afford it. With baseline canopy information we can better understand current canopy coverage and develop a proactive urban forestry plan with public input. We can then use that plan as a basis for updating city code, policies, management, and resource allocation for our urban tree canopy.

2. What are the City's current policies and plans for managing tree canopy?

We currently have no adopted urban forestry plan that sets policy direction for managing city trees or the tree canopy. The comprehensive plan includes a few sentences about the importance of the city's tree canopy and a handful of goals and strategies. There are at least three chapters in city code addressing tree removal and replacement. For example, public trees in the city code are in Chapters 12.08 – Public and Street Trees under Title 12 – Streets, Sidewalks and Public Places, while trees on private properties undergoing development are

located in Chapter 17.41 and, if applicable, the Natural Resources Overlay District in Chapter 17.49 under Title 17 Zoning regulations. Currently, the city's codes do not prohibit the removal of healthy, large canopy trees, or require a sufficiently large proportional number of replacement trees when such trees are removed from a proposed development site. proposed development may choose the easiest course of clearing a lot and is not required to prioritize existing trees or stands as per Chapter 17.41.

If the City desires to preserve mature trees on development properties, codes need to be amended to explicitly include clear and objective standards to protect and set aside some density or percentage of larger trees (e.g. larger than 20" diameter at breast height (DBH), similar to the cities of Portland, Milwaukie and Gresham.

A comprehensive tree code specifying retention, planting, mitigation, and canopy coverage goals is important to validate urban forestry management and practices that support an extensive tree canopy.

3. Does the current code support the preservation of mature trees which provide the most substantial canopy?

The short answer is no. Current code has four chapters that discuss tree preservation and mitigation. Oregon City's Heritage Tree program (OCMC 12.32) recognizes special mature trees but enrollment in the program is voluntary. Aside from Heritage Trees, the city code does not require the protection of large mature trees on public or private property. Chapter 12.08.35 speaks to protecting all city-owned trees during development if those trees are planned for retention. If a capital-improvement project (CIP) requires tree removal, then the city would replant according to Chapter 17.41 (Tree Protection, Preservation, Removal and Replanting Standards). Chapter 17.41 allows for the removal of trees in development and requires mitigation for trees within or beyond the construction area. Although there are clear and objective standards and options available within Chapter 17.41 that are intended to incentivize the preservation of mature trees through reductions in lot sizes and dimensional requirements for residential subdivisions, these provisions are seldom chosen, since the cost of installing public infrastructure, grading and preparing land for development is astronomical compared to the undervalued benefits of preserving trees on a development site. Chapter 17.41.060.E allows the option for existing trees within a tract to be protected by a permanent restrictive covenant or easement (as was implemented for a development in Park Place) but is rarely used. Chapter 17.40 discusses tree preservation and mitigation during development within Natural Resource Overlay Districts to meet Metro Titles 3, 13 and Statewide Planning Goal 5.

Despite the stated goals listed at the beginning of these chapters, canopy retention is not sufficiently supported within new developments, public right-of-ways (ROW), or parks. **Existing code and supporting policy that guide preservation must be implemented to support our extensive urban canopy.**

Fee in lieu options for development must be set to encourage the retention of healthy large trees that provide 30% lot canopy coverage. Tree mitigation requirements must be implemented for removing large trees regardless of tree health or safety risks. In cases of natural tree loss, replanting needs to occur to return the canopy lost.

4. How can the city best update code for better tree canopy protection?

The NRC and PRAC have identified the following as ways to better align City code with the goal of supporting a healthy tree canopy:

- A. **A robust tree code and a city forester are critical to create goals of overall canopy protection across the city and implement actions to reach them.** The development of sound tree management policies facilitate urban forestry health and public safety. An urban forester can review development applications to ensure city code is properly implemented and guide projects to meet community tree goals. Much like the staff in Public Works care for our streets, lights, and utility infrastructure, an urban forester can facilitate better tree maintenance that promotes healthier, and safer, trees for the community. This staff position would be responsible for overseeing and maintaining the urban forest holistically including establishing protocol for how trees in the city are managed and how best to mitigate risks to public safety.
- B. **An urban forest management plan is needed.** This plan outlines city wide canopy goals set by the community and informed by industry best practices. Like any master plan, this document would provide direction for the maintenance and improvement of an important resource, our urban forest. An urban forest master plan responds to environmental mandates, community values, and clarifies urban forest management and authority. An urban forest management plan anticipates changes to tree codes and communicates with the public. This plan, implemented by a city forester, would serve as a template for community guidance regarding tree canopy preservation and growth.
- C. **When proposing tree code updates, utilize and defer to the best practices and integrate public engagement to ensure alignment with community values.** Examples from the Arbor Day Foundation, the City of Milwaukie, West Linn, and Portland provide examples of tree codes that place greater emphasis on tree preservation for public and private development. Also, they provide clear standards for planting and pruning to ensure new trees are established for success and mature trees are maintained for health and safety.
- D. **The city must adopt industry standard practices for assessing hazard trees.** When evaluating tree health, the city can require Tree Risk Assessments performed only by Certified Arborists. To prevent a conflict of interest, an assessing arborist should never be from the same contractor hired in case of removal. This conflict underscores the

importance of a city forester to objectively review removal requests and ensure trees are maintained properly and are not needlessly removed for financial gain.

- E. **The city should develop clear policy with reasonable deference for tree retention in cases where healthy trees are impacting sidewalks.** For sidewalk uplift, we should correctly indicate that the sidewalk is the hazard rather than an adjacent tree where the tree is not considered dead, dying, or dangerous. If uplift from trees creates a non-compliant sidewalk that violates ADA requirements, alternatives to tree removal including sidewalk repair, rerouting and/or prudent root pruning by a certified arborist should be the first options explored. An adjusted sidewalk may be feasible at a lower cost than tree removal depending on context.

If code allows tree removal in cases where deemed absolutely necessary, we urge more robust mitigation requirements to replace lost canopy. Acceptable replacement trees should include consideration of potential canopy size (not only tree count). Mitigation requirements must include care and maintenance for establishment after planting. Income from fees can support more tree plantings, improved maintenance, and better compliance enforcement. Adjustments to the City's Sidewalk Replacement Assistance grant program could be modified to include funding support for easement or covenant costs on adjacent private property.

For 4-foot strips and larger without overhead wires, compulsory replanting is recommended following guidance from the Street Tree Planting List and right-of-way planting standards.

5. What are the relevant funding needs and prospects?

- A. The cost of an Urban Forester staff position is possible given vacancies in current FTEs in the Public Works and Parks Departments. Adjustments in adding this position would not significantly alter current staff expenditures for the city.
- B. To support the development of a Tree Code and an Urban Forest Management plan, there are two major state grants available. These funds are available without any match requirement. Projects such as increased tree planting, conducting Tree Canopy Assessments, Tree Inventories, and Urban Forest Plan development, and other green infrastructure projects are activities supported by these grants. Oregon Department of Forestry and the Oregon Department of Land Conservation and Development are requesting proposals to fund efforts such as we propose here. We are recommending that the City allocate staff time to pursue these grants.
- C. The work of updating code and developing a long-term tree canopy plan could be done with a mix of staff time, volunteer involvement, and hired contracting. These activities

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may be supported with grant funding without significant costs to current city budget. We urge the commission to direct staff to pursue such grants.

- D. Along with the overall plans and policies, a dedicated FTE for an Urban Forester position would be the best investment in managing the canopy long-term. This position would relieve less-specialized workers in Public Works and Parks and inform/oversee contract work to ensure best practices are used in the areas of the city with the most need. It would also enable the city to identify and address tree issues sooner before they become more costly. As the City needs to manage trees regardless, this staff role will save the city money.

It is our recommendation that the above steps will be most effective if we do not delay. Our tree canopy is a long-term investment, and one that is best managed with planning and policies that are geared towards long term preservation. We have seen major canopy loss in recent years, and we need to understand it and slow the loss to get on track to eventual recovery and resilience. To have a healthy canopy in 2040 aligned with the OC2040 vision, we need to work today to protect and enhance the canopy we have now.

Sincerely,
Oregon City Natural Resource Advisory Committee