



CITY OF OREGON CITY CITY COMMISSION WORK SESSION AGENDA

Commission Chambers, Libke Public Safety Facility, 1234 Linn Ave, Oregon City
Tuesday, May 13, 2025 at 6:00 PM

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

- Email recorderteam@orc.city.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
- You may also attend this meeting by watching the livestream on the City's YouTube Channel:

<https://www.youtube.com/user/CityofOregonCity>

1. CONVENE MEETING AND ROLL CALL

2. GENERAL BUSINESS

- a. Meeting with the Clackamas Heritage Partners Board of Directors
- b. Local Street Volume Standards Study Street Identification
- c. Discussion of Process to Adopt the Parks Master Plan into the Comprehensive Plan

3. FUTURE AGENDA ITEMS

- a. List of Future Work Session Agenda Items

4. CITY MANAGER'S REPORT

- a. Update on City Projects

5. COMMITTEE REPORTS

Commissioner Wilson

- Citizen Involvement Committee Liaison
- Homeless Solutions Coalition

Commissioner Smith

- Clackamas Heritage Partners
- Destination Management Marketing Organization
- South Fork Water Board

Commissioner Marl

- Citizen Involvement Committee Liaison
- Clackamas County Coordinating Committee (C4)
- Clackamas County Coordinating Committee (C4) – Metro Subcommittee (alternate)
- Clackamas County I-205 Tolling Strategies Committee
- Metro Policy Advisory Committee (MPAC) (alternate)
- Youth Advisory Commission

Commissioner Mitchell

- Clackamas County Coordinating Committee (C4) (alternate)
- Clackamas County Coordinating Committee (C4) – Metro Subcommittee
- Downtown Oregon City Association Board (alternate)
- South Fork Water Board

Mayor McGriff

- Arts Commission
- Ad Hoc County Old Historic Courthouse
- Clackamas Heritage Partners (alternate)
- Clackamas Water Environment Services Policy Committee
- Destination Management Marketing Organization (alternate)
- Downtown Oregon City Association Board
- Metro Policy Advisory Committee (MPAC)
- South Fork Water Board
- Willamette Falls and Landings Heritage Area
- Willamette Falls Legacy Project Liaisons
- Willamette Falls Locks Authority

6. **ADJOURNMENT**

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 WFMC at 503-650-0275 for a programming schedule.



CITY OF OREGON CITY

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

Staff Report

To: City Commission

Agenda Date: May 13, 2025

From:

SUBJECT:

Meeting with the Clackamas Heritage Partners Board of Directors

STAFF RECOMMENDATION:

Joint meeting with the Clackamas Heritage Partners Board of Directors

EXECUTIVE SUMMARY:

The joint meeting of the City Commissioners of Oregon City and the Clackamas Heritage Partners Board of Directors is an opportunity to provide updates on upcoming plans, events, future vision, and site improvements at the End of the Oregon Trail Historic Site.

BACKGROUND:

OPTIONS:



CLACKAMAS HERITAGE PARTNERS
HISTORIC OREGON CITY

END OF THE OREGON TRAIL
HISTORIC SITE

Impact Report

A MESSAGE FROM OUR EXECUTIVE DIRECTOR

The End of The Oregon Trail marks the gateway to Oregon City and Clackamas County. Originating from Indigenous paths, this journey for opportunity culminated at Abernethy Green, where we aim to explore community ties to the land and promote healing through revealing authentic, untold stories.

A YEAR OF UNIQUE CHANGES

The End of the Trail has been fortunate to welcome new members, new visitors, new students, and new partners in 2024.

We've spent the year carefully transitioning leadership and using the opportunity to address our deeper foundations both in authentic storytelling and organizational capacity. This work has situated CHP to leap into deeper community outreach and exhibit development.

It's an honor to explore history with you.

IMPACT SNAPSHOT

23,813

Total Visitors
Welcomed

4318

Educational Visitors
(73 Schools Served)

0

Cases of Dysentery



TABLE OF CONTENTS

01.

INTRODUCTION

Clackamas Heritage Partners begins a new chapter as we approach the 30th anniversary of the opening of the End of The Oregon Trail Interpretive Center.

Join us June 17th 2025 as we embark on a journey of healing.

02.

PRIORITIES

2024 Priorities included an Executive leadership transition in addition to addressing our Exhibits and the stories we tell, Modernizing our Educational Offerings, and continuing to Build Community.

03.

ANNUAL SUMMARY

A look at the accomplishments of the previous year and a peek into the wonderful things in the year to come.

04.

FINANCIALS

A look at our growth through Profit/Loss and Balance Sheet Reporting.

We completed a huge lift with the transition of accounting software and updates to charts of accounts. These changes allow us to provide clearer annual reporting.

05.

THANK YOU

We are exceedingly grateful to our donors, volunteers, and Board members for their contributions to our success.

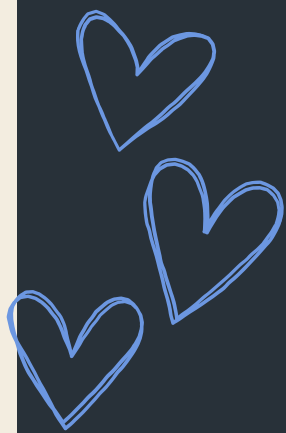
To join this special group, please visit our website and make your donation today.

06.

OUR TEAM

We welcome our new staff and congratulate team members on promotions.

We are a collaborative team and strive to create a welcoming space to explore our shared history.

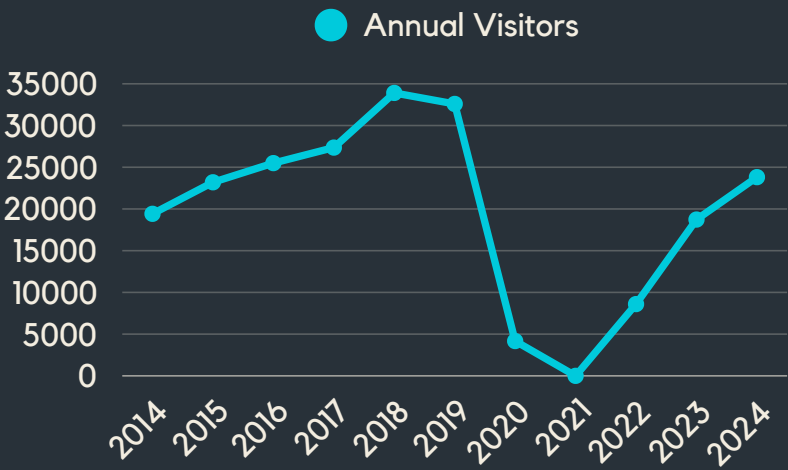


TOTAL VISITORS SINCE JUNE 1995

978,987

2024 saw a concerted effort analyzing historic data to determine overall annual impact

After a 24 month (2020-2022) closure due to Covid, we continue to see rebound in visitors.



PRIORITIES

DETAILS

OUTCOME

Exhibits

Explore untold stories and under represented communities.

- Donations from The Curtis Heritage Education Center
- Multiple new exhibits secured and opening 2025

Learning

Modernize curriculum and re-engage with public schools.

- New Director of Education
- Increased number and size of learning groups.
- Updated Lesson Plans

Community Building

Recognize the communities and stories affected by the Trail.

- Retained Matthew Reynolds Consulting
- Open Board Seats to new membership

2024: The Year in Review

THEME: Transition: A Systematic Review of Our Foundations
FISCAL YEAR January 1st 2024 – December 31st 2024 **BUDGET:** \$350,000

PRIORITIES:	• Audit and modernize internal operations, finances, and employment. • Promote the organization's services, programs, and resources. • Create visually engaging and informative materials to educate. • Complete Accounting Transition and improve reporting. • Maintain consistent hours of operation, staffing, and community outreach • Encourage engagement and foster a sense of collaboration.
COMMUNITY:	• Created and Maintained Monthly Meetings of the Board of Directors • Connected with and Reinvigorated Public School Participation and Group Reservations. • Activated community interest in the Site and Organization. • Engaged Consultant specializing in Community Building. • Celebrated 20 years of Service and retirement of Former Executive Director.
DELIVERABLES:	1. Fully Modernized: All aspects of employment. 2. Integrated New Position: Director of Education 3. Revitalized Digital Assets: Website, social media, and advertising campaigns. 4. Unveiled: Part 1 of Upgraded Packing the Wagon Exhibit 5. Launched: Monthly Newsletter
TIMELINE	1. January - May: Conducted search for next Executive Director 2. June: Leadership Transition 3. July - December: Develop foundational support for the Organization's Growth.

2025: The Year Ahead

THEME: Healing: A Gateway from Past to Present

FISCAL YEAR January 1st 2025 –
December 31st 2025

BUDGET: \$500,000

PRIORITIES:	• Update Point of Sale Service and Launch online purchasing. • Launch revitalized booking system for Educational packages. • Strengthen Partner Relationships and Support • Develop Donor, Grant, and Volunteer involvement • Fully catalogue artifacts/exhibits and update site and museum maps • Deepen relationship with the City and pursue needed site repairs and upgrades
COMMUNITY:	• Celebrate the one millionth (1,000,000!) visitor to the Site. • Develop and explore stories from the African American and Asian Communities while identifying additional untold stories. • Deepen partnerships with Sovereign Nations and seek their help and permission in the telling their stories. • Develop a robust volunteer program.
DELIVERABLES:	1. Grant support for projects and increased donor participation 2. Return to pre-pandemic visitor volume 3. Recruitment and onboarding of new board members. Update Articles and Bylaws 4. Opening multiple new exhibits including a research Library, two exhibits dedicated to African American history, new wagons, and more.
TIMELINE	1. Open Research Room - April 2. Anniversary Commemoration - June 17th 3. Unveiling 2nd Portion of Packing the Wagon - August

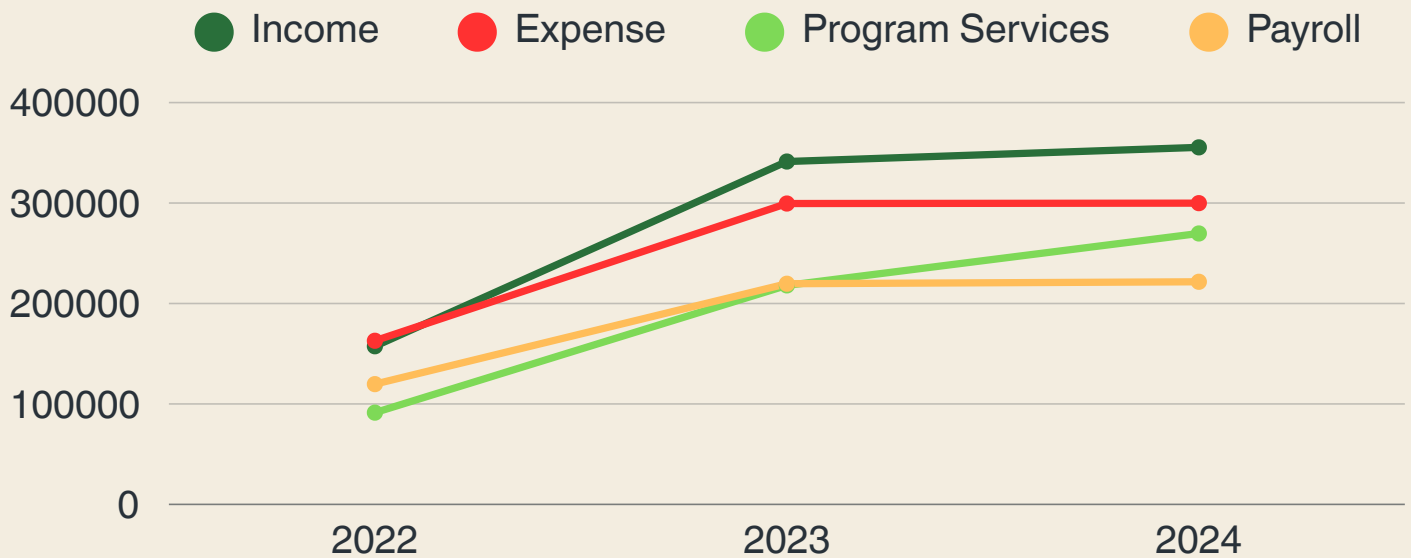
Profit and Loss

January - December 2024

	Total	
	Jan - Dec 2024	Jan - Dec 2023 (PY)
REVENUE		
4100 Contributed support		
4103 Government Income	17,924.02	43,100.00
4104 Indiv/business contribution	2,099.18	2,601.71
Total 4100 Contributed support	20,023.20	45,701.71
4200 Program Service Revenue		
4201 Admissions	258,806.75	202,506.05
4202 Group / education projects	9,846.00	11,880.00
4205 Annual Pass	300.00	
4206 Concerts		3,408.72
4207 Special Events Income		200.00
4215 Rental Income	750.00	
Total 4200 Program Service Revenue	269,702.75	217,994.77
4310 Gift Shop Sales	59,915.86	64,675.71
4390 Discounts/Refunds Given	-673.42	-94.44
4500 Interest-Savings, Short-term CD	608.68	2,348.06
4900 QuickBooks Payments Sales	5,854.99	10,172.94
Consigned Sales (deleted)		433.80
Total Revenue	355,432.06	341,232.55
COST OF GOODS SOLD		
5000 Cost of Goods Sold	20,581.73	10,390.32
5000.01 EOT Cost of Goods Sold		4,181.19
5001.01 Clothing/Hats COGS	4,191.13	1,339.09
5002.01 Books COGS	2,728.81	1,214.36
5003.01 Gifts COGS	3,814.06	535.74
5004.01 Toys COGS	6,332.98	1,230.13
5005.01 Food COGS	1,838.45	1,131.76
5009.01 Consignment COGS	295.00	303.88
Total 5000.01 EOT Cost of Goods Sold	19,200.43	9,936.15
5075 Freight In	31.00	1,825.76
52900 Purchases - Resale Items		788.34
59000 Inventory Adjustments	0.00	12,164.56
5990 Inventory Shrinkage	-1,635.07	
Total 5000 Cost of Goods Sold	38,178.09	35,105.13
Total Cost of Goods Sold	38,178.09	35,105.13

	Total	
	Jan - Dec 2024	Jan - Dec 2023 (PY)
GROSS PROFIT	317,253.97	306,127.42
EXPENDITURES		
6100 Grants to others		8,000.00
6210 Contract Services		
6211 Accounting Fees	4,800.00	1,902.50
6214 Legal Fees		166.00
6215 Outside Contract Services	11,250.00	398.00
Total 6210 Contract Services	16,050.00	2,466.50
6280 Facilities and Equipment		1,588.05
6281 Computer Supplies & Services	2,244.40	7,735.84
6284 Maintenance & Repair	200.00	2,109.00
6285 Janitorial Services	3,390.00	
6294 Audio Visual Service & Supplies	454.00	900.00
Total 6280 Facilities and Equipment	6,288.40	12,332.89
6500 Operations		
6501 Books, Subscriptions, Reference	298.00	169.00
6502 Postage, Mailing Service	95.13	166.54
6503 Printing and Copying	365.00	3,142.50
6504 Supplies	6,388.09	10,297.87
6504.1 Interpretive Center Supplies	1,840.01	
6504.2 Visitors Center Supplies	843.91	1,048.35
Total 6504 Supplies	9,072.01	11,346.22
6505 Exhibits		214.79
6506 Telephone, Telecommunications	8,832.07	8,812.48
6507 Fees, permits and taxes	835.00	5,057.91
6508 Professional Services	2,965.38	2,020.98
6509 Advertising - print	4,564.77	4,445.85
6511 Marketing Expenses	1,827.35	42.50
6512 Oxen Board & Care	82.97	
6513 Interest Expense - General	95.97	240.82
6516 Other Costs		276.52
6517 Staff Development	102.10	211.14
6518 Bank charges & credit card disc	1,277.32	0.00
6518.1 Sq, QB, & Merchant Fees	7,338.99	5,736.99
6519 Insurance	13,757.65	11,675.69
6520 Insurance - Dir & Officers	3,225.00	2,681.48
6521 Computer Support		466.68

	Total	
	Jan - Dec 2024	Jan - Dec 2023 (PY)
6522 Web Hosting	199.00	246.50
6523 Sponsorship, Contributions	1,000.00	
Total 6500 Operations	55,933.71	56,954.59
6600 Payroll Expenses		
6601 Personnel	144,250.06	198,501.47
6602 Payroll Taxes	55,475.74	18,179.38
6603 Benefits	1,287.09	
6604 Payroll Processing	20,598.98	2,988.78
Total 6600 Payroll Expenses	221,611.87	219,669.63
Total Expenditures	299,883.98	299,423.61
NET OPERATING REVENUE	17,369.99	6,703.81
OTHER REVENUE		
7060 Unrealized Gains and Losses	8,328.81	1,789.79
Total Other Revenue	8,328.81	1,789.79
OTHER EXPENDITURES		
6700 Depreciation		37,785.79
Total Other Expenditures	0.00	37,785.79
NET OTHER REVENUE	8,328.81	-35,996.00
NET REVENUE	\$25,698.80	\$ -29,292.19



Balance Sheet

As of December 31, 2024

		Total
	As of Dec 31, 2024	As of Dec 31, 2023 (PY)
ASSETS		
Current Assets		
Bank Accounts		
1010 WF 2272 Depository Acct (Cash in bank)	11,442.92	5,989.53
1020 WF 2306 Operating, A/P and Payroll	637.75	11,668.18
1040 Petty cash	500.00	-3,007.43
1081 WF 1757 Market Rate Savings	83,754.10	50,065.29
Total Bank Accounts	96,334.77	64,715.57
Accounts Receivable		
1110-04 A/R - Retail	0.00	5,199.00
Total Accounts Receivable	0.00	5,199.00
Other Current Assets		
12100 Inventory Asset	-99.41	494.80
1250 Inventory	617.39	1,817.45
1250.01 EOT	15,589.77	27,993.46
Total 1250 Inventory	16,207.16	29,810.91
1299 Undeposited Funds	363.35	3,854.89
1300 Prepaid expenses	0.00	0.00
1300.01 Flood Insurance	1,135.50	535.02
1300.02 Liability Insurance	4,710.98	6,031.41
1300.03 D&O Insurance	1,500.00	424.00
1300.04 Workers Compensation	1,243.86	0.00
Total 1300 Prepaid expenses	8,590.34	6,990.43
Total Other Current Assets	25,061.44	41,151.03
Total Current Assets	121,396.21	111,065.60
Fixed Assets		
1500 Furniture and Equipment	492,671.47	492,671.47
1600 Exhibits	700,634.53	701,506.53
1625 Artifacts	89,498.24	89,498.24
1650 Buildings & Improvements	20,008.00	20,008.00
1700 Accum Depreciation	-1,045,684.14	-1,045,684.14
Total Fixed Assets	257,128.10	258,000.10
Other Assets		
1900 Endowment Assets		
1901 OCF - Endowment Fund	84,868.18	76,689.41
Total 1900 Endowment Assets	84,868.18	76,689.41

	Total	
	As of Dec 31, 2024	As of Dec 31, 2023 (PY)
Total Other Assets	84,868.18	76,689.41
TOTAL ASSETS	\$463,392.49	\$445,755.11
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	-175.00	1,859.06
Total Accounts Payable	-175.00	1,859.06
Credit Cards		
2004 Citi Costco Credit Card 7565	191.00	875.88
Total Credit Cards	191.00	875.88
Other Current Liabilities		
2100 Unearned Revenue	0.00	0.00
2050.01 EOT Group deposits	246.00	246.00
2151 Unearned group/rental deposits	5,581.00	5,581.00
Total 2100 Unearned Revenue	5,827.00	5,827.00
2210 Payroll Tax Liabilities	0.00	9,057.00
Total Other Current Liabilities	0.00	9,057.00
Total Current Liabilities	5,827.00	14,884.00
Total Liabilities	5,843.00	17,618.94
Equity		
3000 Opening Balance Equity	3,714.52	0.00
3200 Unrestricted Net Assets	415,636.17	444,928.36
3300 Permanently Restricted Assets	12,500.00	12,500.00
Net Revenue	25,698.80	-29,292.19
Total Equity	457,549.49	428,136.17
TOTAL LIABILITIES AND EQUITY	\$463,392.49	\$445,755.11

Notes:

- 2024 990s are submitted in May. Finalizing the tax return may cause slight adjustment in this reporting. If statistically significant adjustments occur they will be noted below.
- Accum Depreciation is high as a number of fixed assets are completing their depreciation cycle. Many of these assets are still well within usable life and those that are not are in process of replacement. This figure speaks to the overall age of the organizations assets.

We couldn't have
done it without your
generous *support.*

Thank you

to all our donors
and volunteers.

With special
recognition to our
Partners and Gail
Yazzolino

In Memory of Board
Directors: Lowell Miles,
Joyce Cohen, and Jack
Hammond

Our Mission is to preserve the
heritage, educate the public,
and interpret the history of the
Oregon Trail, Clackamas
County, and Oregon City; the
western terminus of the Oregon
Trail.



www.historicoregoncity.org



1726 Washington Street
Oregon City, Oregon 97045



(503) 657-9336



Clackamas Heritage Partners



Board Of Directors

Wade Byers
Chair

Jon George
Vice Chair

Freda Beal
Secretary

Siobhan O'Connor-Gwozdz
Treasurer

Dan Fowler
Chair Emeritus

Scott Guptill

Marilyn Morrissey

Rocky Smith

Staff

Corinne Lowenthal
Executive Director

John Jarvie
Historian

Dr. Zena
Director of Education

Alyssa Lorain
Visitor Services Manager

Steve Schwaderer
Facilities Manager

Megan Murphy Ruckman
Bookkeeper

Michelle Bachman
Grant Specialist

Kirstin Bruner
Archives Specialist

Jim Luse
Interpreter

Historic Oregon City is a product of Clackamas Heritage Partners in Partnership with:



Valued Service Providers

REDW Advisors & CPAs
Matthew Reynolds Consulting
Small Business Network Solutions
Buel's Impressions
Really Big Video
Cascade Building Solutions
Oregon Community Foundation

Affiliations and Memberships

Oregon Historic Society
American Association for State & Local History
Oregon Cultural Trust
Oregon City Heritage Council
Downtown Oregon City Association
Oregon City Chamber of Commerce
Oregon City Business Alliance
Oregon California Trails Association

Board of Directors Monthly Report

May 2025



Pictured: Leadership of the 8 official Travel Oregon Welcome Centers. (Travel Oregon. April 2025)

Summary

***Minutes of Prior Meeting: [April 14th 2025*](#)**

This meeting will run differently. This is our opportunity to discuss vision with the City Commission, answer questions they may have, receive their feedback, and adjust accordingly. We will follow their agenda with the one below simply offering some guidance and framework. The Goal of this meeting is to address any concerns and ultimately receive a letter of support from Oregon City as we move forward with funding and community outreach.

I am excited by the things to come and Onward!

Agenda Public Safety Building (On Linn)
This is a hybrid meeting for Both CHP and City Hall.

- 6:00pm - Call to Order (*City*)
- City Business
 - Annual Report Discussion
- Work Session - Call to Order (*Wade*)
 - Opening Statements
 - Annual Report Questions
 - 3-4 Year Vision

- 8:00pm - Adjourn

KEY GOVERNANCE TASKS

- Time, Talent, Treasure - Which one are you?

BOARD CHALLENGES

- Read the full meeting packet. Call me with any questions.
 - Send everyone you know an invitation to [join our newsletter](#).
-

Progress Points

Just a few of this month's highlights. There are a number of great conversations happening surrounding new exhibits, new events, and so much more. Let's dive in!

Visitors

[Visitor Count](#) (2025)

- **Programming & Events:** We have a host of items upcoming! Most events will also connect with new exhibits and communications pushes.
 - June 1st - Matthew Reynolds Retreat - Second Half
 - June 17 - 30th Anniversary Celebration
 - June 21st - Juneteenth
 - June 28th - Heritage Days (*Theme: Hudson's Bay Company 200th Anniversary*)
 - July 27th - DOCA First City Celebration
- **Education:** Lesson Plans, New Activities, and Testing new ideas are all happening now! It's gonna be a super busy spring with groups every weekday.
 - We'll be sending an end of year thank you letter to the schools this year which will include the release of opening fall booking.
 - **Curtis Foundation:** Next steps here are to finalize the move into storage for the wagons that will eventually be housed under the VC and Admin. Space is for about 12-18 months and beginning in May. The Curtis auction is happening June 6th.
- **Points of Sale:** Peek is only a month in and already yielding a wealth of data. Our square register set up is in process and we hope to complete the inventory transition by the end of June. This is contingent on when the register actually arrives.

Financials

- **Reporting:** Internal reporting has been removed from this document so that it can be submitted for the public work session. Please see attached documents.
- **Taxes:** We are racing to the finish with the 2024 taxes and with it, completing a number of long standing financial tasks. Released! And posted to our webpage. Thank you for all the feedback!

Facilities

- **Repairs and Remodel:** The IC offices are up and running! There is now a dedicated and comfortable work space for Facilities and education. VC is settling into new inventory and stocking space and we'll be completing the setup in the office over the next couple weeks (This old office was a storage room last year). We were slowed with the O-Office and Library set up as we worked closely with facilities to abate the bug infestation. Our next step is to get the heaters fully operational and trap the rodents which requires finishing the movement of artifacts to the new shelving.
- **Capital Needs:** Several important funding pathways for this were applied for this month and we'll know more later this summer. The city's proposed budget reflects an increase in maintenance and critical funding for master planning. I'm deeply grateful to see their support to move forward. If approved, this will open additional funding pathways. Funders will be keen on the city's commitment to move forward with construction after a plan is developed.
 - **Action Item:** CHP requests a letter of support from the City of Oregon City for use in funding applications.



Communications & Development

- **"The Chicken":** I am terribly sorry to report that Marguerite McCluckin was reported missing on the morning of Saturday April 12th. There was no evidence of struggle and additional items were missing from her coop. All signs point to a human bird-napping. The staff is grieving. She was the best morale officer. We plan to fill her position once the school season and emotions settle.
- **Donors:** We have a framework for the coming giving season and will be finalizing plans over the summer. Donor cultivation is in good swing.

- **Action Item:** I'd love a couple volunteers from the board to help write thank you notes this winter.
- **Grants:** Metro grant is submitted. TDC grant is ordered and we are awaiting installation (being done through the city). Signs are up next and should be off to print sometime mid month. TDC is currently on target to be wrapped by June 15th.
- **Notable News:** Our peace pole (funded through a foundation) is ready to go for the anniversary and press photos happened today. Documentary filming is May 24th and we will receive a copy (5-10 min) which will go into rotation on the VC TV.

Administration

- **Board Recruitment:** Application is finished and will be submitted to the board for final approval before going to the previously discussed networks. Up first, Treasurer and then annual recruitment launches in the winter. (I am a little behind here due to grants/GovCon/schools/work session prep. I'm confident that the timelines won't change and I'll catch back up in short order. Thank you for trusting my prioritization)

Upcoming

Scheduling: Regular board meetings occur on the **2nd Monday of each month at 4:00pm**. Please add this to your calendar. If you would like a google calendar invite, please let me know. ***All board meetings will be in person.*** If you don't know where to go, check with Visitors Services on arrival.

2025

February 10th

March 10th

April 14th

- VOTE - 2024 990
- National Library Week
- Governors Tourism Conference

May 12th

June 9th

- 30 YEAR CELEBRATION
- Juneteenth

July 14th

- Fourth of July
- First City Celebration

August 11th

September 8th

October 13th

- Budget Draft Discussion

November 10th

December 8th

- VOTE - budget
- Heritage Holidays

Creating community conversations starts with building the table.
~ Corinne Lowenthal, Executive Director

Historic Oregon City 2024 Visitor Count	Clackamas Heritage Partners			Total Visitors Since June 1995 ~ 978,987 ~				KEY	In Progress	Totals	23/24 Gain		
	YTD Reference 23,813				Headers	Completed	Yearly Total	23/24 Loss					
	January	February	March	April	May	June	July	August	September	October	November	December	Location Totals
U.S. States													
Alabama/AL	-	-	2	2	3	17	13	7	1	-	-	1	46
Alaska/AK	3	-	5	4	4	7	11	-	6	2	3	2	47
Arizona/AZ	6	4	5	14	34	34	37	34	20	26	12	6	232
Arkansas/AR	-	-	1	1	1	-	2	11	3	2	-	-	21
California/CA	13	47	79	74	132	148	337	121	102	85	95	70	1,303
Colorado/CO	-	22	9	12	21	35	50	27	29	19	24	13	261
Connecticut/CT	-	-	-	4	-	2	15	6	6	-	4	-	37
Delaware/DE	-	5	-	-	4	4	7	2	7	-	-	-	29
D.C.	2	4	2	-	2	8	2	6	3	3	-	-	32
Florida/FL	1	5	13	12	11	69	42	18	31	17	14	11	244
Georgia/GA	-	-	11	7	8	3	24	12	12	4	3	4	88
Hawaii/HI	-	-	11	-	3	7	20	8	13	1	-	1	64
Idaho/ID	2	13	33	26	15	12	15	14	10	23	9	-	172
Illinois/IL	-	5	9	12	18	38	49	35	30	24	12	6	238
Indiana/IN	-	-	3	3	12	23	14	14	14	6	1	-	90
Iowa/IA	-	-	-	6	6	20	8	14	8	13	-	4	79
Kansas/KS	1	6	2	7	6	12	22	11	4	3	-	13	87
Kentucky/KY	-	11	-	2	6	19	13	2	-	7	-	-	60
Louisiana/LA	-	2	-	3	-	2	12	3	7	4	2	-	35
Maine/ME	-	4	4	-	4	3	5	11	2	3	1	-	37
Maryland/MD	-	3	2	10	9	8	11	10	17	1	4	1	76
Massachusetts/MA	2	3	3	-	6	17	12	10	10	10	3	1	77
Michigan/MI	3	4	1	7	10	48	27	14	27	18	1	2	162
Minnesota/MN	2	6	17	3	17	47	32	36	20	27	9	10	226
Mississippi/MS	-	-	-	-	3	5	3	3	4	-	2	-	20
Missouri/MO	-	2	2	2	11	23	21	19	31	20	-	-	131
Montana/MT	-	4	4	6	5	4	17	16	-	5	-	-	61
Nebraska/NE	4	1	-	3	-	8	18	8	1	6	1	-	50
Nevada/NV	6	2	5	5	7	12	14	15	10	4	4	8	92
New Hampshire/NH	-	3	-	-	2	2	11	-	1	2	1	2	24
New Jersey/NJ	4	2	5	5	14	1	28	19	6	2	1	-	87
New Mexico/ NM	5	3	2	1	4	15	5	8	2	4	1	3	53
New York/NY	6	12	1	10	14	21	24	39	14	21	3	6	171
North Carolina/NC	-	-	5	-	18	15	22	11	8	10	2	2	93
North Dakota/ND	-	-	-	-	2	8	4	-	1	4	2	-	21
Ohio/OH	-	7	11	13	12	37	44	19	13	27	10	8	201
Oklahoma/OK	-	1	-	2	2	8	4	4	4	10	-	-	35
Oregon/OR	623	1309	1462	1894	2210	1422	1303	1309	861	890	851	682	14,816
Pennsylvania/PA	-	6	2	13	22	33	49	24	11	1	5	13	179
Rhode Island/ RI	-	-	2	-	-	1	-	1	1	-	-	-	5
South Carolina/SC	-	2	7	7	1	7	8	8	13	7	2	-	62
South Dakota/SD	-	-	-	8	-	4	4	2	2	3	1	-	24
Tennessee/TN	7	2	2	3	2	8	16	10	11	8	-	6	75
Texas/TX	5	-	28	11	22	48	90	49	39	24	26	19	361
Utah/UT	-	5	6	10	5	11	32	16	8	9	2	14	118
Vermont/VT	6	-	-	-	1	-	1	5	-	-	1	-	14
Virginia/VA	7	8	15	11	22	9	21	18	13	8	6	4	142
Washington/WA	17	145	347	274	228	254	210	199	132	91	102	43	2,042
West Virginia/WV	-	-	1	-	2	9	6	-	9	-	1	1	29
Wisconsin/WI	3	2	5	4	7	29	40	9	24	8	6	2	139
Wyoming/WY	-	1	1	-	6	-	2	6	5	-	-	-	21
Countries/Continents													
North America	-	-	-	-	-	-	-	-	-	-	-	-	0
Canada/CA	10	-	7	8	11	28	3	8	13	4	2	2	96
Mexico/MX	-	-	-	-	-	7	2	-	-	-	-	1	10
Panama	-	-	-	-	-	-	-	-	-	2	-	-	2
Costa Rica	-	-	-	-	-	-	-	-	4	-	-	-	4
Caribbean	-	-	2	-	-	-	-	-	-	-	-	-	2
Jamaica	-	-	-	-	-	-	-	-	2	-	-	-	2
Africa	-	-	-	-	-	-	-	-	-	-	-	-	0
Kenya	-	-	-	1	-	-	-	-	-	-	-	-	1
Liberia	-	-	-	-	-	-	1	-	-	-	-	-	1
Namibia	-	-	-	-	-	-	-	-	4	-	-	-	4
Senegal	-	-	-	-	-	-	-	-	-	-	-	-	0
South Africa	-	-	-	-	-	-	-	-	2	-	-	-	2
Asia	-	-	-	-	-	-	-	-	-	-	-	-	0
China	-	5	-	-	-	-	1	3	-	-	-	-	9
Guam	-	-	-	-	-	3	-	-	-	-	-	-	3
India	-	-	-	-	-	2	-	-	-	-	-	-	2
Indonesia	-	-	1	-	-	-	-	-	-	-	-	-	1
Israel	-	-	-	-	-	-	-	2	-	-	-	-	2
Japan	-	2	1	-	1	3	1	4	6	10	1	-	29
Pakistan	-	-	-	4	-	-	-	-	-	-	-	-	4
Philippines	-	-	-	-	-	-	-	-	-	-	1	-	1
Russia	3	-	-	-	-	-	-	-	-	-	-	-	3
South Korea	-	3	3	-	-	1	-	-	-	-	-	-	7
Taiwan	-	-	-	-	-	-	1	1	-	-	-	-	2
Tajikistan	-	-	-	-	-	-	1	-	-	-	-	-	1
Turkey	-	-	-	-	-	1	-	-	-	-	-	-	1
Vietnam	-	-	2	-	-	-	-	-	-	-	-	-	2
Yemen	-	-	-	-	-	-	4	-	-	-	-	-	4
Australia	-	-	4	9	1	1	1	5	3	4	3	-	31
New Zealand	-	-	-	1	-	1	5	-	3	2	-	-	12
Europe	-	-	-	-	-	-	-	-	-	-	-	-	0
Austria	-	-	-	-	-	3	18	-	-	-	-	-	21
Belgium	-	-	-	-	1	-	9	-	-	-	-	-	10
Bulgaria	-	-	-	-	-	-	-	-	-	-	-	-	0
Czech Republic	-	1	-	1	-	-	-	-	-	1	-	-	3
Denmark	-	-	-	-	2	-	8	1	2	2	-	-	15
Lithuania	-	-	1	-	-	-	2	-	-	-	-	-	3

Historic Oregon City 2024 Visitor Count		Clackamas Heritage Partners				Total Visitors Since June 1995 ~ 978,987 ~				KEY		In Progress	Totals	23/24 Gain		
		YTD Reference				23,813				Headers	Completed	Yearly Total	23/24 Loss			
	January	February	March	April	May	June	July	August	September	October	November	December	Location Totals			
Morocco	-	-	-	-	-	-	-	-	-	-	-	-	0			
Netherlands	-	-	-	-	5	-	6	13	-	-	-	-	24			
Poland	-	-	-	-	-	1	9	-	-	-	-	-	10			
Portugal	-	-	-	-	-	-	-	-	-	-	-	2	2			
Romania	-	-	-	-	-	-	-	-	1	-	-	-	1			
Norway	-	-	1	4	-	-	3	-	-	-	-	-	8			
India	-	-	-	-	-	-	-	-	-	-	-	-	0			
Ireland	1	-	1	1	-	1	4	4	2	2	-	-	16			
Italy	-	-	-	2	-	-	2	-	-	-	-	-	4			
UK	4	4	2	6	14	19	20	1	22	9	6	7	114			
Germany/DE	-	6	5	5	18	12	14	10	10	36	3	-	119			
France/FR	-	-	1	2	-	4	8	4	-	2	-	-	21			
Spain	3	-	-	2	2	-	-	2	-	-	1	-	10			
Sweden	-	-	-	-	-	1	-	-	-	2	-	1	4			
Switzerland	-	-	-	-	1	-	-	4	1	3	-	-	9			
South America	-	-	-	-	-	-	-	-	-	-	-	-	0			
Argentina	-	-	-	-	-	1	-	-	-	-	-	-	1			
Bolivia	-	-	-	-	-	-	-	-	-	-	-	-	0			
Brazil	-	-	2	-	-	-	-	-	-	-	2	-	4			
Chile	-	13	-	-	-	-	-	-	-	-	-	-	13			
Guatemala	-	-	-	-	-	-	-	-	-	-	-	-	0			
Peru	-	-	-	-	3	-	-	-	-	-	-	-	3			
Miscellaneous																
Unspecified/Unknown	27	41	31	27	12	29	59	52	22	23	10	18	351			
Monthly Totals	776	1736	2189	2564	3025	2695	2959	2357	1703	1564	1256	989	2024 Total			
Quarterly Totals	Q1 - 4,701			Q2 - 8,284			Q3 - 7,019			Q4 - 3,809			23,813			
Notes	Closed January 13-21, 2024 due to ice storm			Leadership Transition			Concerts, 4th, Brewfest	Concerts, TRAG, NNO	Back to School	This. Is. Halloween.	Presidential Election, Veterans Day, Holiday Season, Black Friday	Heritage Holidays, Holiday Season	These numbers do not include events on the green/pavilion rentals.			
2024 Monthly Goals (Q goals)	---	---	---	---	---	---	---	2000	4300 (+7000)	4200	4000	1200 (3500)	23,000			
Additional Metrics	January	February	March	April	May	June	July	August	September	October	November	December	Totals			
VC Phone/email Contacts	---	---	---	---	---	---	---	---	---	21	23	16	60			
Group Reservations	---	---	---	---	---	---	---	---	4	9	3	2	18			
Unique Website Visitors	---	---	---	---	---	---	---	---	---	---	5529	5902	11,431			
Google Profile Views	---	---	---	---	---	7783	8477	8266	7455	7031	6846	6171	52,029			
Facebook Followers (total)	---	---	---	---	---	3116	3138	3160	3199	3221	3236	3242	3,242			
Newsletter Emails (total)	---	---	---	---	---	---	0	19	300	657	1893	1106	1,106			
Staff (10) Hours	---	---	---	---	---	640	758	786	755	775	677	793	5,184			
Volunteer Hours	---	---	---	---	---	---	---	---	---	---	1	1	2			
Board (8) Hours	---	---	---	---	---	16	16	16	16	16	16	32	128			
Comparisons and Future Goals	*ESTIMATING CHART: Developing Reasonable and Attainable Goals.*												23a/24a ~ 56%			
	Goal Math - extrapolating from current and previous year actuals against historic averages and capacity to hypothesize future counts. Further influenced by strategic and communications plans.												24a/25g ~ 24%			
2023 Monthly Actuals	943	875	972	220	692	2670	2912	1755	1239	1043	829	1100	2023 Total			
	Q1 - 2,790			Q2 - 3,582			Q3 - 5,906			Q4 - 2,972			15,250			
Historic Averages (1995-2023)	1191	1561	2819	3035	4934	4741	5012	5104	2708	2189	1792	1198	Average Total			
	Q1 - 5,572			Q2 - 12,711			Q3 - 12,825			Q4 - 5,180			36,284			
2025 Monthly Targets	1200	1800	2300	2700	3500	5000	3500	3000	1900	2000	1500	1200	2025 Goal			
Will Change Frequently	Q1 - 5,200			Q2 - 10,000			Q3 - 8,100			Q4 - 5,200			29,600			
Advance Planning				Process: Counts are tracked on paper, daily by front desk staff who welcome all visitors in-person, on the phone, & through email. Counts are added & updated by Visitor Services Manager. Additional metrics, projections & goals are updated by Executive Director.								Data Management				
2025 - 30,000 Visitor - \$30 gift store card												Executive Director, Visitor Services Manager				
All Time - 1 Millionth Visitor - carriage ride of site												Contributors: Front Desk Staff				



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Parks and Nature
2025 Nature in Neighborhoods capital grants
Deadline: 2/13/2025

Oregon City Parks & Recreation Department
End of the Oregon Trail Interpretive Center Landscaping and Renovations

Jump to: [Pre-application Questions](#) [Budget](#) [Scope of Work](#) [Document Uploads](#)

\$ 500,000.00 Requested
\$ 250,000 Estimated Match

Submitted: 1/21/2025 2:35:37 PM
(Pacific)

Project Contact

Thomas Kissinger
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Additional Contacts

none entered

**Oregon City Parks &
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United States

Telephone 503-657-0891
Fax
Web

**Parks & Recreation
Director**

Scott Archer
sarcher@orccity.org

Pre-application Questions [top](#)

1. Project summary (one paragraph, 255 characters)

Provide a brief summary that describes your project.

Oregon City Parks & Recreation is seeking to complete a capital project at End of the Oregon Trail. This project will focus on renovation and reconfiguration of the existing green space to improve interpretation and accessibility for this vital space

2. Fiscal agent

If different than the lead organization. If no fiscal agent, please write "not applicable".

N/A

3. Property owner

Committed local or state government owner of the public asset.

City of Oregon City

4. Project partners

Committed partner organizations.

Clackamas Heritage Partners

5. Potential partners

Potential partner organizations.

6. Project length

(Select only one) Does not include up to two years for contract or IGA execution.

- ☐ One year
- ☒ Two years
- ☐ Three years

7. Project narrative (up to one page, 4000 characters)

Provide a narrative that describes the project. Explain why the program is important for your community and organization, such as how it fits your organization's strategic plan or mission.

The End of the Oregon Trail Interpretive Center (EOT), located in Oregon City, is one of the most important community assets in the City. It is also a vital and important part of the historical landscape of the State of Oregon, serving as the congressionally-designated end of the Oregon Trail. Each year, thousands of visitors come to EOT for historical interpretation, community events, and to experience nature. These groups often leave more informed of other historical assets and venues throughout the greater Metro area, leading to enhanced tourism at all sites. In addition to the general public, the Interpretive Center also welcomes thousands of school-age children annually for field trips to learn more about our state's history and experience nature in a unique setting.

Beyond the historical interpretation that occurs on-site, EOT is also an essential community space for events, gatherings, concerts, and access to outdoor space. Several city-sponsored or city-managed events utilize the space for Concerts in the Park, Movies in the Park, Oregon Trail Brewfest, Oregon City Artsfest, church gatherings, birthdays, and more. These events introduce the space to thousands of guests annually, many of whom return year after year. Each of the major events are also large community gatherings where members of the community meet and celebrate together in nature.

This year, the site is entering its 30th year of operation and, as such, is starting to show wear and tear that prevents access to this beautiful space. This project is intended to address large scale accessibility and inclusion challenges by redesigning and renovating the outdoor landscape. Pathways and sidewalks will be realigned to provide better crowd control and flow through the landscape, as well as meet current ABA and ADA code requirements. These pathways will be designed to flow naturally into planned streetscape improvements along Washington Street that are occurring in the next few years.

In addition to the accessibility and inclusion focus of the physical space, there are also planned improvements to the interpretive materials throughout the grounds. Oregon City Parks & Recreation intends to partner with Clackamas Heritage Partners (who manages the interpretive space and content) to update materials in collaboration with Tribal nations, Oregon Black Pioneers, and environmental partners. The intent behind this partnership is to ensure the whole breadth of Oregon history is told through this site and not a more limited view. One of the projects that has been identified by the Confederated Tribes of Grand Ronde is an architecturally deconstructed longhouse on the grounds that will provide opportunities for visitors to learn about the people and culture that existed for time immemorial.

End of the Oregon Trail has been identified by the community of Oregon City as a high priority site for redevelopment and improvement. A recent community survey showed a large portion of the population supported improvements at EOT specifically and in parks more generally. During our recent Parks and Facilities Master Planning efforts, EOT received significant attention from the community as an asset of high value that must be retained and improved. This project specifically fits the overall needs of the community by adhering to our strategic plan of renovating and caring for existing assets so they can be enjoyed for generations to come.

8. Goals (up to one page, 4000 characters)

Describe how the project addresses the Nature in Neighborhood Capital Grants purpose, principles and program criteria.

Serve communities through inclusive engagement, transparency and accountability. - Our project will serve this goal by including a robust community outreach process during design that includes a wide variety of stakeholders. Particularly care will be taken to ensure the voices of communities of color and

indigenous communities are heard, valued, and respected throughout the process. Since this project is in the early stages of design, there are many opportunities for the local community and regional stakeholders to provide meaningful input on the overall design of the site. The City of Oregon City intends to contribute \$150,000 to an overall site redesign and planning process in the next biennium (FY25-27). This process will include meetings with neighborhood associations, the Citizen Involvement Committee, the Historic Review Board, the Parks and Recreation Advisory Committee, the Natural Resources Committee, and other stakeholders with particular interests. In addition, we will hold public engagements on site during community events to gather input from the community as a whole.

Take care of what we have. - Our project is focused on renovating an existing asset that is in dire need of improvement, rather than building new assets that add to the deferred maintenance burden of the organization.

Make parks and natural areas more accessible and inclusive. - Our project is focused on improving the physical accessibility and inclusiveness of one of the most popular event sites in the City of Oregon City. Our plan is to utilize universal design concepts as part of the site plan to ensure the most accessible options possible are selected. We are also seeking to improve the interpretive accessibility and inclusiveness through strategic partnerships with organizations that represent a wide breadth of Oregon's rich history.

Increase tree canopy in developed areas to reduce heat island effects. - A major component of this project will be to preserve and enhance tree canopy throughout the site. As a site that sits in a more industrialized section of the City, more tree canopy can significantly reduce heat island effects for residents that use the site for transit, recreation, and events.

Use low-impact development practices and green infrastructure in project design and development. - Climate resilient design will be utilized in plant selection and landscaping design, as well as stormwater management practices. Low-carbon alternatives will be considered during material selection for pathways, shelters, and other amenities.

Demonstrate leadership by Black, Indigenous, and People of Color in project identification, selection, design and implementation. - We plan to partner with several organizations to ensure BIPOC leaders are included from the project kickoff, providing valuable support and insight through the project selection, design, and implementation. We have been working with Clackamas Heritage Partners to begin those conversations in advance of this pre-application to ensure this project meets the community needs of these vital stakeholders. We're excited to see significant interest and levels of support from each group we've reached out to! Since we are in the early stages of design development, there are many ways in which communities of color can engage in the process.

Increase accessibility of public, park, and other natural spaces. - See above

Create easy access to nature from transit and for people walking or biking. - End of the Oregon Trail is located directly across from the Oregon City Amtrak station, providing access to green space for individuals who are utilizing the public transit system in this area. The site is also located along Washington Street, which has been earmarked for significant streetscape accessibility improvements that will further create easy access to nature for individuals who are walking or biking.

9. Meaningful community engagement and racial equity (up to one page, 4000 characters)

Describe how the project address the Parks and Nature Bond criteria. How do communities of color and the community served help to identify the need for, design, and deliver this project?

Our project intends to include a robust community engagement strategy that is focused on stakeholder coalition building and collaborative design principles. Through our partnership with Clackamas Heritage Partners, we are specifically engaging the Confederated Tribes of Grand Ronde, Oregon Black Pioneers, and other historically and culturally relevant stakeholders to identify specific areas of focus for improvements to the site amenities and interpretive materials. We also plan to engage our event stakeholders during the design process to ensure their needs for the space are met by any improvements. We will also hold community-specific town halls and meetings to allow individual community members the opportunity to provide input and comment throughout the process from initial design to implementation.

The community has identified End of the Oregon Trail as a high priority for investment during our recent Parks and Facilities master planning efforts. EOT is also ranked highly as a site requiring further investment in our regular community survey. City Commission identified EOT as a priority in their goal setting process for the FY25-27 biennium. This process included opportunities for public engagement. As part of the goal setting process, the City has committed \$150,000 towards a community planning process in the FY25-27 biennium.

10. Climate resiliency (up to one page, 4000 characters)

Describe how the project address the Parks and Nature Bond criteria and further the region's climate resilience.

As a greenspace located in the "lower shelf" of Oregon City, this site is especially sensitive to flooding during extreme weather. As such, it can serve as a vital component of our stormwater system by incorporating large storage areas and swales into the overall site design. While there are some basic stormwater infrastructure components on site, our project will work with Public Works and our Planning department to ensure renovations will exceed current stormwater management requirements. By coordinating with the planned Public Works project on Washington Street, we can further direct excessive stormwater to the site during high water events for storage until waters recede.

As mentioned previously, this site also serves as a major heat sink with it's tree canopy in a more industrialized area of the City. By improving the overall health of existing trees and increasing tree canopy where possible, we can increase this site's role in reducing heat island effect for the surrounding community.

11. Partnerships (up to one page, 4000 characters)

Show how partnerships and collaboration with other individuals, organizations and groups in your community will be formed, strengthened and extended through this project.

We have already begun discussions with several stakeholder groups and plan to invite them for a formal kickoff meeting soon after we receive permission to proceed with the grant application. This kickoff meeting will focus on listening and learning from individuals, organizations, and groups in our community that have a stake in the overall park property. These range from event sponsors to historical perspectives, as well as members of the general public. Our Parks and Recreation Advisory Committee will utilize this project as an opportunity to refine our community engagement process to ensure all voices are heard throughout the project. We will continue to meet regularly with stakeholders and the community throughout the planning, design, and implementation of this project, making time and space in the project plan for refinement and adjustment based on the feedback we receive.

12. Organizational preparedness (up to one page, 4000 characters)

Explain why your organization and your partners have the experience and capacity to conduct the project, including identification of key personnel, their roles in the program and their qualifications.

Our organization and partners are well-versed in capital project development and delivery. Thomas Kissinger, Deputy Parks and Recreation Director for Oregon City, will serve as the project manager for this grant. He is experienced in site design, community engagement, and grant administration. Prior to joining Oregon City in 2024, he led Marion County Parks during and after the 2020 Beachie Creek wildfire that destroyed six beloved county parks in the Santiam Canyon. Thomas was responsible for leading the planning, design, community outreach, and environmental restoration of 350 acres of public land providing vital river access and recreation to tens of thousands annually. During this project, he successfully obtained and managed \$3.5 million in state and federal grants while still managing the day-to-day operations of the remaining 12 County parks. He holds a bachelor's degree in Business Administration from Elizabethtown College and has worked in a leadership or project management capacity for 15 years, six in Parks and Recreation.

Thomas will be responsible for leading the overall project and design team, executing the community engagement strategy, and ensuring grant and contract administration is responsibly managed.

Brandon Watt, Parks and Cemetery Manager, will serve as the deputy project manager for the City. Brandon has worked in Parks and Recreation for 8 years and has successfully delivered a variety of construction projects on parkland, including pathway/parking lot/trails renovations. Brandon will be responsible for project inspection and site design suggestions to ensure long-term sustainability of the park land.

Kyle Christoph, Facilities Manager, will serve as a key stakeholder for the City with expertise on the buildings and structures that are located on site. Kyle will provide advice and insight during the design and construction process to ensure improvements to the grounds also meet the needs of the buildings and structures.

Cecily Rose/Taylor Miller, our Events and Rentals manager and coordinator, will serve as a key stakeholder with expertise and insight on city-sponsored and managed rentals and events at End of the Oregon Trail. They will be responsible for connecting these communities with the project to ensure the voices of those organizations and individuals that utilize the space are also heard.

Jinny King/Kori Buth, administrative assistants, will serve as the main contract and grant administrators, providing invoices and documentation to relevant agencies throughout the project. They will also provide administrative support to other staff and stakeholders as needed.

Corinne Lowenthal, Executive Director of Clackamas Heritage Partners, will serve as a key project member for the interpretive upgrades, community engagement, and stakeholder engagement. She has 20 years of experience in nonprofit management and marketing/outreach. Her role will be partnership development and management with the historical and cultural communities throughout the project.

13. Location and program reach (up to two pages)

On next page, please upload a location/vicinity map that shows where the program and/or participating communities are located within the region, such as on Google Maps, MetroMap, etc.

☒ I uploaded it!

14. Demographic form (two pages)

On next page, please upload the requested the Nature in Neighborhoods Capital Grants demographic form, which will not be used for the review of your grant application.

☒ I uploaded it!

Budget [top](#)

Budget	Grant Funds Requested	Match Funds	Total Program Budget (Calculated)
Design/ Architecture/ Engineering		\$ 150,000.00	\$ 150,000.00
Permitting	\$ 14,381.70		\$ 14,381.70
Construction (including materials, equipment, 3rd party labor, etc)	\$ 435,809.00	\$ 0.00	\$ 435,809.00
Land Acquisition Costs	\$ 0.00	\$ 0.00	\$ 0.00
Costs associated with land acquisition (including appraisals, due diligence, surveying, etc)	\$ 0.00	\$ 0.00	\$ 0.00
"Capped Capital Costs" limited to 10%1 (e.g. provider staff time, overhead and indirect costs as defined by the IGA, utilities, rent, telephone, fiscal administration		\$ 63,758.86	\$ 63,758.86
Contingency	\$ 43,580.90		\$ 43,580.90
Washington Street Sidewalks - Federal Appropriated Funds		\$ 4,000,000.00	\$ 4,000,000.00
Total	\$ 493,771.60	\$ 4,213,758.86	\$ 4,707,530.46

Budget Narrative

Please see attachment labeled "EOT NiN Capital Grants Cost Estimate" for line item detail. This

budget was estimated using recent project costs for similar projects in the Portland Metro region, as well as cost estimates from specific vendors of certain products (shade sails, pre-cast building, etc.). The budget assumes a 10% contingency and 10% indirect costs for the project. Matching funds are contributed by the City's Parks SDC fund in the amount of \$150,000 for design and engineering and \$63,758.86 in indirect costs as match. The Parks funds (totaling 213,758.86) represent a match of approximately 34%.

The proposed project extends the City's proposed work on Washington Street ROW to replace and enhance pedestrian access into the park itself, providing additional benefit to the community and restoring walkability to and through the site from a variety of locations. As such, the City of Oregon City included the federal appropriation for the Washington Street project as part of it's proposed match for the End of the Oregon Trail project. Please see the attached designs from Kittelson & Associates for reference on how the Washington Street Project will interact with the End of the Oregon Trail project. This funding is secured through the FY 2024 HR 4366 Consolidated Appropriations Act.

Scope of Work [top](#)

Scope of work

#	Schedule	Specific tasks	Responsible person or partner
1.	Summer 2025	Prepare and release RFP for qualified design firms to perform the site planning, community engagement, and engineering	City of Oregon City in partnership with Clackamas Heritage Partners
2.	Fall 2025	Evaluate and select qualified firm. Begin contract negotiations with qualified firm. Begin contract negotiations with Metro Nature in Neighborhoods Program	City of Oregon City
3.	Winter 2026 through Spring 2026	Begin site opportunities and constraints evaluation, paying particular attention to the drainage issues during the rainy season and any issues with being in the floodplain. Begin planning public outreach and community engagement planning. Engage potential partners and solidify formal partnerships	City of Oregon City and consultant team in partnership with Clackamas Heritage Partners and stakeholders/partners
4.	Summer 2026	Activate public outreach and community engagement plan. Attend community events to solicit input from a wide variety of stakeholders. Hold targeted listening sessions to hear from unique user groups, marginalized communities, and the surrounding neighborhood	City of Oregon City and consultant team in partnership with Clackamas Heritage Partners and stakeholders/partners
5.	Fall 2026	Using community input, prepare a final design that meets the site's opportunities and constraints while addressing the overall goals identified during the public engagement process.	City of Oregon City and consultant team
6.	Winter 2027 through Spring 2027	Share the final design with stakeholders, partners, and the community for one more opportunity to refine and adjust the plan. Once all input has been gathered, move the design through appropriate approvals for permitting and expending of funds.	City of Oregon City and consultant Team
7.	Summer 2027	Further refine to 90% design and construction documents. Obtain all permits and approvals	City of Oregon City and consultant Team

	through Spring 2028	from applicable agencies. Prepare an invitation to bid and solicit qualified contractors for site work in the Summer of 2028. Contract with lowest qualified bidder.	
8.	Summer 2028	Issue notice to proceed on construction. Estimate 2 months of construction, weather dependent.	City of Oregon City and consultant team
9.	Fall 2028	Project close-out with Metro and contractors/consultants	
Total			

Project assessment

#	Setting goals	Assessing goals	Setting measures
1.	Meaningfully engage with Indigenous communities, communities of color, people with low incomes and other historically marginalized communities in planning and development of the project.	Perform project debriefs and project interviews with community members and stakeholders/partners at the end of the project	At least two meaningful partnerships are formed between the City of Oregon City's Parks and Recreation Department. Participants in the planning process self-report feeling engaged during the process.
2.	Increase tree canopy in developed areas to reduce heat island effects	Count the number of live trees that existed pre-project and post-project	Increase tree canopy by 25% across the entire site.
3.	Use low-impact development practices and green infrastructure in project design and development	Assessment of stormwater infrastructure pre-and post-project. Prioritize low-impact materials in the design of the park amenities.	Increase stormwater capacity on site through installation of two new rain gardens. Successful plantings with at least 75% mortality after year 1
4.	Improve the accessibility and inclusiveness of developed parks	Assessment of accessibility during project planning. Perform project debriefs and project interviews with community members at the end of the project. Community survey for event participants in the year following construction.	Participants self-report feeling engaged and understood in the planning and design process. Users self-report better access throughout the park site.
5.	Increase accessibility of public, park, and other natural spaces	Community survey for event participants in the year following construction	Participants self-report feeling more comfortable walking and biking to community events
6.			
7.			
8.			
9.			
Total			

Document Uploads [top](#)

Documents Requested *

Provide a location/vicinity map that shows

Required? Attached Documents *



[End of the Oregon Trail - Site Location](#)

where the project and/or participating communities are located within the region, such as on Google Maps, MetroMap, etc.

[Maps](#)

Please upload letters of support by active partners; each letter should describe the role of that partner. More detail: • Letters from ALL project partners stating their commitment to the project • Letters of support from community



[Letter of Support - OCPRD](#)

[Letter of Support CHP](#)

[Letter of Support - Rivers of Life](#)

If applicant is not the land holding government agency, please upload a letter stating permission to use property by government sponsor/public land owner certification letter. (maximum one page).

If applicant is not a government agency, please upload the 501(c) (3) tax-exempt status statement or your organization's 501 (c)(3) IRS determination letter, or the following 501(c)(3) tax-exempt status statement (maximum one page).

If applicant is not a government agency, please upload Government Sponsor certification letter (e.g. governing body approval, fixed asset in the jurisdiction's audited financial statement, willingness to sign IGA). See handbook for details.

If requested, please upload responses to review committee questions provided to you in the feedback letter.

[Selection Committee Question Responses](#)

(Optional) If desired, please upload any additional materials that help to describe or illustrate the project to the review committee (e.g. full budget, map, site design, photos, appraisal). Up to 25 megabytes per file or add a link.

[Washington Street Concept Plan](#)

[EOT Cost Estimate](#)

[100 Year Flood Plain](#)

[Project Area](#)

* ZoomGrants™ is not responsible for the content of uploaded documents.

Application ID: 488769

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CITY OF OREGON CITY

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Oregon City, OR
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503-657-0891

Staff Report

To:	City Commission	Agenda Date:	May 13, 2025
From:	Josh Wheeler, Assistant City Engineer Christina Robertson-Gardiner, Senior Planner Pete Walter, Planning Manager		

SUBJECT:

Local Street Volume Standards Study Street Identification

STAFF RECOMMENDATION:

Review the selected Local Streets for analysis and provide suggestions

EXECUTIVE SUMMARY:

Average daily trips or the number of vehicle trips on local streets has been a community concern when new development is proposed adjacent to existing neighborhoods. Staff have previously been asked to evaluate the benefits and concerns of implementing a volume standard on local streets.

At an August 21, 2024, City Commission meeting, staff, and the City's transportation engineer presented a review of other local communities' approaches to managing street volumes. The City Commission directed a further investigation into how these communities practically implement their guidelines and brought back information regarding options for strengthening Oregon City's traffic management strategies through neighborhood traffic calming.

Staff returned to a City Commission work session on November 12, 2024, with additional information and received further directions to analyze the characteristics of ideal local streets. This analysis will inform a future approach to adopting traffic-calming requirements as part of the review of new developments as part of a future Transportation System Plan (TSP) update.

Staff are back tonight to present the streets we have identified to study and ask the Commission if there are desired changes to this list. The volume study will be completed in May 2025.

BACKGROUND:

Staff worked with our traffic engineer to study certain streets to understand the range of volumes in the city and identify candidates for this analysis. The list of streets and a map are attached. The study areas are local streets that are interconnected with the street system and fairly evenly distributed throughout the City.

Contract for on-call engineering services- DKS Engineering

DKS will collect the following data to support the development of local street volume and traffic calming policies and standards.

- 48-hour traffic volume, vehicle classification, and speed data, collected during weekdays or weekends depending on the location and nearby land uses

DKS will work with city staff to identify up to 20 local street locations for the data collection. The selected locations will represent ideal examples of a variety of local street characteristics across the city, representing a variety of neighborhood network types. The locations will also include local streets near UGB expansion and concept plan areas likely to be impacted by future developments.

The city collects data on collector facilities regularly, which will be provided to the consultant. DKS will summarize the collected local street data and evaluate the existing operations of local streets, including daily vehicle volume and speed profiles. Other street characteristics will also be provided, such as pavement width, block length, and driveway spacing. The summary will help identify the maximum daily volume (or a range of volumes) on local streets consistent with city goals for neighborhood livability and safety. These volumes will support the future development of local street volume and traffic calming policies, guidelines, and standards in the TSP update process.

Background Information

Attached to this staff report are three memos to help add context to this topic. Staff asked Carrie Richter, Deputy City Attorney, to provide an analysis of what is legally permissible. We reached out to the Cities reviewed in the original analysis to understand how volume guidelines are implemented practically, and finally there is a memo from Josh Wheeler, Assistant City Engineer, regarding how we currently manage traffic-calming.

Similar to other offsite impacts caused by a development, it is reasonable and legally permissible to require development to mitigate vehicle trips with traffic-calming solutions, under the right circumstances. A volume standard would have to be incorporated into the Municipal Code and, if it is related to housing, it would have to be clear and objective. The challenge would be to identify a regulatory threshold and traffic-calming strategy scheme that is roughly proportional and has a rational nexus to the project. We would need to have a reasoned approach to enhancing neighborhood safety as the objective the City is trying to achieve by regulating volume and mitigating with neighborhood traffic-calming solutions. Alternatively, the Transportation System Plan could have guidelines, rather than standards, that become part of a Transportation Impact Study with proposed mitigation strategies that are tailored for each development project. Although not mandatory approval criteria, guidelines could suggest traffic-calming measures that achieve neighborhood safety and deter future cut-through traffic that developers might agree to install as a general neighborhood improvement.

As it turns out, most of the cities staff interviewed adopted volume guidelines in their TSPs. Staff received feedback from McMinnville, Grants Pass, Happy Valley, and West Linn. McMinnville was the only city to adopt standards in its code in addition to adopting guidelines in its TSP. West Linn does not have guidelines, and Happy Valley does not use them in their land use decision-making process. None of the cities use traffic-calming as mitigation, and one City expressed concern that neighboring developments might not want street-calming solutions on their streets. Some cities question whether adding traffic-calming would actually deter cut-through traffic. The cities reported that most development projects fall within the guidelines, which, in fact, helped land use decision-making. None of the cities used the guidelines to deny or reduce the size of a project as they were concerned that residential proposals specifically would be prone to legal challenges if there was a reduction in density or prevented mitigation measures.

The actions of these cities are track with our actions and reasoning. The final attached memo lists various methods of neighborhood traffic-calming as identified by the Federal Highway Administration and lists the types of traffic-calming Oregon City has implemented. There are at least eight different places where traffic calming has been installed. However, we do not have evidence or data to show that neighborhood safety has improved or that cut-through traffic has been reduced.

One takeaway from this research and internal discussions is that during the next Transportation System Plan update, we could look at volume guidelines for roads other than arterial and collector classifications. This could entail reclassifying certain roads that act more like collectors in the transportation network and how trips are distributed. If there is a desire to have a codified standard, the underlying assumptions should be addressed in the Transportation System Plan along with mitigation strategies and the goals and objectives the volume standards are intended to achieve.

Any traffic-calming program should also consider the consequences along with the benefits. For example, new speed bumps to slow vehicles may create extra noise from vehicle traffic that was not present before speed bumps were installed. There is a long-term maintenance cost for new traffic-calming measures. If a new development is required to add traffic-calming in the proposed development, that cost is not borne by the City, but the long-term maintenance would be. Similarly, if existing neighborhoods desire traffic-calming, that is not the result of new development. There is a question of who bears the cost of installing it, the neighborhood or the city, and the long-term maintenance question still exists. If traffic-calming solutions are added to the TSP, they could become part of a capital improvement list.

OPTIONS:

MEMORANDUM

To: Project Team
From: Aquilla Hurd-Ravich
RE: Local Street Volume Standards and Traffic calming
Date: March 24, 2025

The purpose of this task order is to evaluate transportation data to support the development of local street volume and traffic calming policies, guidelines and standards to be incorporated into an Oregon City Transportation System Plan update.

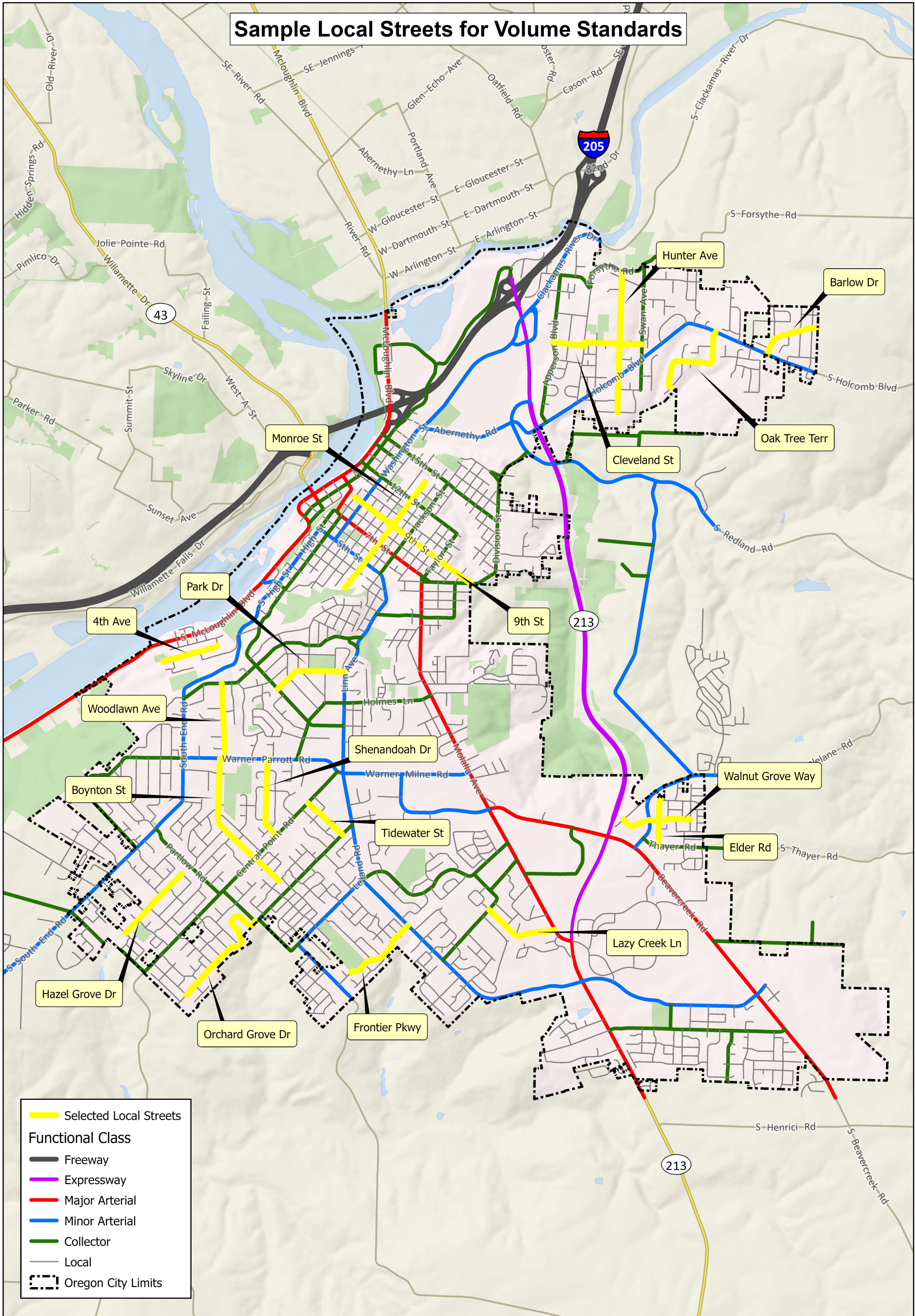
DKS and City staff will study the volumes and characteristics of the following streets:

1. Cleaveland
2. Frontier Parkway
3. Elder Street
4. Walnut Grove Way
5. Hunter
6. Barlow
7. Oak Tree Terrace
8. Orchard Grove Dr
9. Boyton
10. Hazel Grove Dr
11. Shenandoah
12. Lazy Creek Lane
13. Tidewater St.
14. 4th Avenue (in Canemah)
15. 9th Street
16. Monroe
17. Park Drive
18. Woodlawn

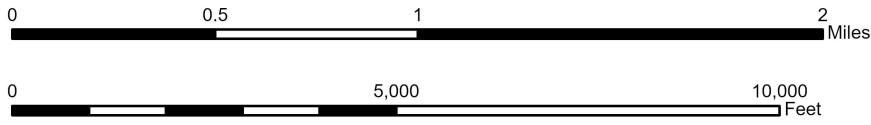
Timeline

- Obtain traffic counts by the end of May 2025
- DKS will provide analysis of the collected data to staff by mid-June
- Staff and DKS will present findings and recommendations to the City Commission at the end of June. (end of DKS contract)
- Staff's next steps will entail formulated policies with Commission input that can be incorporated into the TSP.

Sample Local Streets for Volume Standards



The City of Oregon City makes no representations, express or implied, as to the accuracy, completeness and timeliness of the information displayed. This map is not suitable for legal, engineering, or surveying purposes. Notification of any errors is appreciated.



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MEMORANDUM

TO: Mayor McGriff and City Commission
FROM: Carrie Richter, Deputy City Attorney
DATE: November 5, 2024
RE: Limiting Local Road Volumes

Determining whether or how to regulate local traffic volumes has significant policy implications. Although many might agree that installing traffic calming measures can enhance neighborhood safety and livability by slowing and deterring traffic, they come with fiscal, regulatory and livability implications that deserve consideration. In addition to the policy aspect, there are legal obligations that would be need to be satisfied as well. The purpose of this memorandum is to discuss the legal context and how that may constrain the City's ability to implement such regulations.

By way of introduction, it might be helpful to better understand how the City currently evaluates traffic impacts from new development. Where a new development is expected to generate more than 24 peak hour trips either in the AM or PM peak hour or more than 250 daily trips, an applicant is required to submit a traffic impact study (TIS) completed by a licensed traffic engineer. OCMC 16.08.025(B). Where more than 20 vehicles are projected for any collector or arterial, the TIA must evaluate the impact on intersection level of service (LOS) (or v/c, if the intersection involves a state highway). OCMC 16.12.095. If the City determines that the minimum LOS standards cannot be met, mitigation in the form of roadway improvements, such as installing a traffic signal or turn lane, are required in the form of conditions of approval. If the City decides to proceed with adopting regulations setting the maximum volume capacity thresholds for local streets, they would function similar to the City's LOS congestion thresholds for intersections. In cases were the TIS suggests that the local street volumes thresholds are exceeded, an applicant would be required to mitigate for that impact by installing traffic calming measures, either as part of the proposed development or off-site.

If it is easy to envision regulating local street volumes using a clear numeric threshold, similar to the LOS thresholds for intersections, the legal limitations discussed in greater detail illustrate that identifying the appropriate regulatory threshold and the traffic calming strategy may not be quite that straight-forward. However, assuming that the City puts in the effort to come up with a reasoned approach to enhancing neighborhood safety, regulating to achieve such objectives is possible.

Standards for Local Road Volume must be Part of the OCMC and, if related to housing, must also be Clear and Objective. However Guidelines can be part of the Transportation System Plan.

Any approval or denial of a land use permit application must be based on "standards and criteria" that are set forth within the Oregon City Municipal Code (OCMC). ORS 227.173(1). "Standards and criteria" are mandatory requirements that must be satisfied for approval. Guidelines, by contrast, are typically non-mandatory guidance that cannot be used as the basis for approval or denial. For example, the design guidelines that apply to the Canemah Historic District were deemed mandatory criteria solely

because compliance is required for new construction. OCMC 17.40.060(F). *Friends of Canemah v. City of Oregon City*, ___ Or LUBA ___ (LUBA No. LUBA No. 2017-133, 2018). If this mandatory compliance obligation was not set forth in the code, the historic design guidelines would not have been enforceable.

Further, when considering an application for housing, any applicable standards and criteria must be “clear and objective.” ORS 197A.400. Any regulation that delegates the evaluation of local road volumes or determines appropriate mitigation to the City’s transportation engineer as part of a housing proposal would likely be a discretionary decision that would violate the “clear and objective” rule. Criteria and standards that are not clear and objective cannot be applied to housing and, as such, any conditions of approval for traffic calming resulting from the application of discretionary standards would have to be eliminated.

This is not to suggest that permissive guidelines have no value. Rather, adopting guidelines that a TIS must evaluate local road volumes and propose mitigation to address safety concerns might allow the City to collect information about existing local road traffic volumes and the impacts from development over time. These guidelines might encourage the installation of traffic calming measures within a proposed development as a way to deter cut through traffic when additional development occurs in the future. Such an approach also might help the City get a better understanding of the cost and efficacy of various traffic calming strategies. In essence, a permissive guidelines-based approach might serve as a pilot project for evaluating appropriate thresholds and mitigation.

Any Condition for Traffic Calming must have a Nexus and be Roughly Proportional to the Impacts from Development

As the Commission is well aware, the City is constrained in its ability to impose public infrastructure obligations onto new development at only those levels necessary to serve the proposed development. Stated differently, the city can demand land or improvements only where they are “roughly proportional” to the impacts caused by the development. *Nollan v. California Coastal Comm’n*, 483 U.S. 825 (1987); *Dolan v. City of Tigard*, 512 U.S. 374 (1994); *Koontz v. St. Johns River Water Management District*, 133 S. Ct. 2586 (2013). The Dolan rough proportionality test places the burden on the City to “make some sort of individualized determination that the required dedication is related both in nature and extent to the impact of the proposed development” when it imposes condition. *Dolan*, 114 S Ct at 2320.

Satisfying these obligations in the context of local road volume regulation will require two tasks. First, codifying quantifiable clear and objective maximum congestion levels for local streets will need to be supported by findings that imposing such regulatory thresholds will further a health, safety or welfare objective. Given the high variability of existing volumes on local streets, identifying appropriate thresholds may be difficult, particularly when these standards must be both non-discretionary but yet include an individualized determination of development impacts.

Second, findings will need to explain why the traffic calming measure imposed as a condition of approval is roughly proportional to the impacts from development. Quantifying benefits will be more difficult with safety enhancements that do not easily lend themselves to capacity thresholds. The wide variety of the cost associated with the various calming measures will add to the challenge. One way to simplify this would be to allow a developer to select from the adopted menu of calming measures. In the alternative, the City could make this choice, but the City should be wary of exercising discretion in making these choices as some solutions may be significantly more expensive than others. Moreover, the City will have to resist the temptation to allow the local neighborhood to dictate the traffic calming required for a particular development, as that would almost certainly run into constitutional issues.

Identifying Traffic Calming Needs and Solutions as Part of the Transportation System Plan

One way that the City might avoid some of the difficulties associated with one-size-fits-all maximum local street standards or case-by-case, discretionary decision-making when an application is filed might be to include some more nuanced evaluation within the City's adopted Transportation System Plan, which is slated for reexamination in the near term. Just as the TSP classifies types of city streets, the TSP could identify local streets that are in need of traffic calming measures either because of existing deficiencies or as anticipated by new growth. By visiting these questions as part of the TSP, the City could also include these improvements as part of its capital improvement plan that might be funded through transportation system development charge collection.

Conclusion

To summarize, the City can adopt regulations setting maximum local street volumes. Adopted standards would be used to determine when mitigation is required. If the City wants to use these regulations to mandate particular improvements, in form of some sort of traffic calming, in new development, they will need to be set forth as criteria within the OCMC, likely OCMC 16.12.095, and if they regulate housing, they will need to be clear and objective.

The scope of these regulations may vary depending on where the improvement is needed. Retrofitting existing roadways with traffic calming may make the road safer, but the sound of aggressive braking or acceleration, or clatter of loads going over speed bumps might bring with it unwanted noise or other concerns. Changing the width of existing streets would likely be expensive, and may have problematic implications for homeowners along those streets. These and other issues would need to be considered as part of the program if the City moves forward with this option.

Alternatively, the City could consider requiring new development to install necessary traffic calming measures on-site, within the new development. This would allow developers to design roads that include traffic calming without impacting existing residential neighbors. If the threshold for requiring traffic calming are not triggered within the subject development, these improvements might be subject to a reimbursement district allowing for reimbursement when neighboring development occurs in the future.

As part of implementing a new regulatory scheme, it would make good planning sense to update the City's TSP as well to provide a more robust foundation for this program. Addressing these concerns in the TSP would allow the City to potentially identify traffic calming objectives in the capital improvement plan and assess for their costs through SDCs as well.



MEMORANDUM

To: Aquilla Hurd-Ravich, Community Development Director
From: Christina Robertson-Gardiner, Senior Planner
RE: Local Street Volumes- City Interviews.
Date: October 24, 2024

Oregon City staff contacted the cities mentioned in the August 9, 2024 memo from Reah Flisakowski, PE of DKS Associates, Oregon City's contract transportation engineer. They aimed to better understand how these cities approach local street volumes. They posed several questions to gain clarity on how to use local street volume guidelines in their day-to-day operations effectively. (McMinnville, Grants Pass, Happy Valley, West Linn,) The conversations were a combination of phone and email correspondence.

PEER CITY	MAXIMUM VOLUME STANDARD (VEHICLES/DAY)	VOLUME GUIDELINE (VEHICLES/DAY)	CURB-TO-CURB WIDTH*	PARKING AVAILABILITY	NEW STREET SPACING**
MCMINNVILLE	None	<1,200	28 feet	Both sides	400'
GRANTS PASS	None	<1,200	26 to 34 feet (varies by ADT)	Both sides	600'
KEIZER	None	<1,600	28 to 34 feet	Both sides	600'
HAPPY VALLEY	None	<1,000	32 feet	Both sides	530'
WEST LINN	None	None	34 feet	Both sides	530'
OREGON CITY	None	None	32 feet	Both sides	530'

* Assumes a two-lane street with parking on both sides

QUESTIONS FOR CITIES

- What was the instigator for adopting a volume guideline?
- Was it adopted by your Council?
- Who administers this guideline? Planning or Engineering?
- How is it implemented? At time of land use? Does it become part of the decision or conditions of approval? Or is it just used post-land use for general street projects or long-range decision-making?



- What happens when an application can't meet the guidelines and traffic volumes are expected to exceed the maximum? Do you ever run into legal considerations?
- Are there mitigation measures?
- Does traffic calming ever get worked into the land use decision either as a mitigation factor or simply required as part of new development?
- Looking back, have these guidelines been helpful for the city, or have they created more problems than they were worth?

City Feedback

The conversation among city staff typically divided into two groups: those who used the guidelines for land use decisions and those who did not. All the cities that adopted local street volumes integrated them into their Transportation System Plans (TSP). McMinnville additionally codified these volumes though they were still seen as guidelines and not a hard standard.

The guidelines are administered by a mix of the engineering and planning departments. Happy Valley did not utilize the guidelines in its land use decision-making process, and West Linn has not adopted local guidelines.

McMinnville generally used the guidelines when reviewing upzoning parcels or as part of large development reviews. In one instance, a desire to add a trip cap to an approved development was expressed, though it was ultimately not included in the City Council decision.

None of the cities used street calming measures as a land use mitigation condition. One city expressed concern that neighboring developments might not want street-calming solutions on their streets. Additionally, there were questions about whether simply adding street calming to the proposed development's streets would sufficiently address issues related to perceived cut-through speeds. It remains unclear if the traffic calming project must be included in the Transportation System Plan (TSP) to qualify as a mitigation tool or if the applicant could pay a fee-in-lieu to allow the city to implement street calming projects nearby. Both of these options would require further investigation for effective implementation.

In many cities, adequate planning is provided for neighborhood collectors, which do not have a volume guideline. This aspect is an integral part of the planning process in the Transportation System Plans (TSP). These collectors assist in managing trips throughout the city, especially in areas that lack easy access to larger minor arterials, allowing local streets to provide a lower traffic volume.

In an effort to avoid overbuilding its street infrastructure, Oregon City chose to downgrade many neighbor collectors throughout the city in its 2013 TSP adoption. Although this approach enhances street calming and improves neighborhood aesthetics, it is important to note that neighborhood collectors are designed with a wider right-of-way, including a larger street width and broader planter strips. Therefore, if Oregon City decides to adopt a local street volume



policy, a fresh analysis of the neighborhood collectors may be necessary. This is particularly relevant since some of the streets that have been demoted to local status may still function as neighborhood collectors.

Finally, one comment frequently heard from many cities that have adopted street volume guidelines, compared to those that have not, is that most projects fall within the established criteria. These guidelines have proven helpful in land use decisions, especially when a project connects to a previously dead-ended street. For many residents, any additional traffic from others on their local street is considered a reduction in livability, which some see as a reason to deny an application. Adopted street volume guidelines can be helpful as they provide metrics to show that the resulting local street still operates as intended.

None of the cities used local street volumes to deny decisions or reduce the size of proposals with a trip cap. Residential development, in particular, would be prone to legal challenges if the resulting trip cap reduced density or precluded an alternative analysis/mitigation approach.

Take Away

Adopting guidelines for local street volumes appears to fall into two main categories:

1. Guidelines provide useful metrics and educational tools for approving developments that connect to the existing street network and remain below the specified threshold.
2. Projects that exceed the guidelines may complicate the city's review process. A clear and objective Type II review of housing projects could result in trip caps or denials, especially if alternative analyses or mitigation options are not included in the review criteria. This could open the door to potential legal challenges from applicants.

Oregon City may also want to analyze volume metrics for local and collector roads in the next TSP update. The city may also want to consider reclassifying roads to collectors to create a network with more classifications that can better manage trips throughout the city.

MEMORANDUM

October 29, 2024

To: Mayor and City Commissioners

From: Josh Wheeler, PE, Assistant City Engineer

RE: Traffic Calming Measures - Pros/Cons

In response to City Commission meeting August 21, 2024 concerning Local Street Volume Standards

At the August 21, 2024 City Commission meeting Reah Flisakowski, DKS Transportation Engineer, and Aquilla Hurd-Ravich, Community Development Director presented an evaluation of Local Street Volume Standards. At the conclusion of that presentation the City Commission directed staff to review peer cities' programs and evaluate how traffic calming measures could be strengthen in Oregon City. To begin that discussion staff has a prepared a matrix of the benefits and burdens of traffic calming measures. Some of these have been implemented in the City with mixed results. Finally, staff has offered options for the City Commission to consider as next steps.

The following is a list of traffic calming measures as provided by the Federal Highway Administration with an analysis of their positive and negative features, impacts, etc.

<u>Traffic Calming Measure</u>	<u>Benefits</u>	<u>Burdens</u>
Street width reduction (i.e. Street Diets)	-Encourages slower speeds -Less expensive to construct	-Eliminates street parking -Tight space for Emergency Services, Busses, and Garbage/Delivery trucks
Increased street spacing (i.e. Shorter Block widths)	-More streets, more options -Encourages pedestrian/bicycling	-More to maintain -Higher cost to construct
Speed feedback signs	-Notifies drivers of speed -Trailers can be moved as needed	-Limited change if no enforcement -Electrical Maintenance often needed
Pavement markings	-Tricks brain that road is narrow	-Temporary, people get used to it, revert to old habit

	-Inexpensive initial application	-Costly to maintain, requires annual repair
<u>Traffic Calming Measure</u>	<u>Benefits</u>	<u>Burdens</u>
Center medians	-Tricks brain that road is narrow -Great option in street diets -No major volume or speed change	-Difficult for larger vehicles -Sweeping and landscape maintenance challenging
Speed bumps (thinner more abrupt)	-Inexpensive -Abrupt, creates slowing -Statistically have reduced crashes and reduced speeds	-Do not place on curve or intersection -Use on local road only -Single bump rarely creates diversion, need multiple -Large truck noise issues
Speed humps (i.e. Speed Cushion) (Wider less abrupt)	-Gradual -Can add bike / wheel cuts -Statistically have reduced crashes and reduced speeds	-Won't slow down everyone -Sweeping/Maint. issue -Do not place on curve or intersection -Better for emgcy. Vehicles -Use on local road only -Single bump rarely creates diversion, need multiple -Large truck noise issues
Speed tables (i.e. raised crosswalk) (provides flat top)	-Great for schools/pedestrians -Statistically have reduced -Can place at intersection	-Ramp for racers -Bus and emgcy. Vehicle concerns
Raised Intersection (similar to speed table)	-Reduces speeds -Improved pedestrian safety	-Little traffic diversion -Slows emgcy. Vehicles -Utility grade issues
Curb extensions/bulb-outs	-Diversion/Speed reduction -Used at intersection only	-Sweeping/Maint. issue -Removes street parking -Conflict for bus or large vehicle turning
Choker (cuts 2 lanes down to one)	-Provides mid block slowing -Great for mid block crosswalk	-Sweeping/Maint. issue -Can cause drainage issues
Chicanes	-Diversion/Speed reduction	-Sweeping/Maint. issue -Removes street parking

(creates a diversion in the driving path)		-Use on local road only -Large truck conflicts -Slows emgcy. Response
<u>Traffic Calming Measure</u>	<u>Benefits</u>	<u>Burdens</u>
Traffic circles (small landscape islands)	-Diversion/Speed reduction -Improved impact if used in a series of blocks	- Sweeping/Maint. issue -Large truck conflicts -Slows emgcy. Response -Use on local road only
Tree Lined Roadways	-Tricks brain that road is narrow	-Leaf street sweeping
Roundabouts	-Slows traffic, improves flow -Meant for collectors/arterials	-Driver education
Diagonal Diverters (changing 4 leg intersection to only 2)	-Used at intersections -Needs slow speeds -Landscaping opportunity	-Does not work for busses -Does not work for emgcy. vehicles
Road Closure (also bike only roads)	-Reduces traffic flow -Reduces cut thru traffic	-Creates dead end detours -Longer emgcy. response

More detailed information can be found at : <https://highways.dot.gov/safety/speed-management/traffic-calming-eprimer> including effects of traffic calming measures and case studies

The following is a list of traffic calming measures which the City has implemented within the last five (5) years :

1. Temporary Speed Bumps – Barker Avenue
2. Curb Extension/Bulb-Out at intersection of 5th St and High St
3. Bulb-Outs at intersection of Main St with 12th and 13th
4. Temporary Speed Feedback Trailer – moved around the City as requested
5. Permanent Radar Speed Signs at 9th and Washington
6. Permanent Radar Speed Signs at 5th and Jackson
7. Speed Table at intersection of Gaffney Rd and Glenview Ct
8. Flashing sign at Holcomb curve

We do not have any empirical data to know whether these measures have created traffic calming.

An example of a traffic calming program can be found here :

<https://my.spokanecity.org/neighborhoods/programs/traffic-calming/>

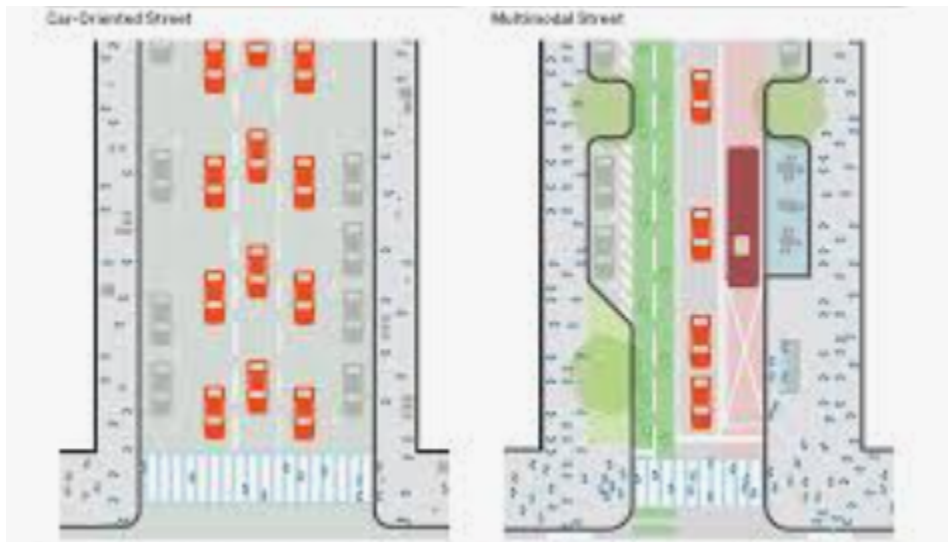
Options for Commission consideration:

1. Should the City require traffic calming in new development as part of the land use approval?
2. Should the City budget for traffic calming solutions in existing neighborhoods?
3. Should the City add analysis of traffic to the next Transportation System Plan update on lower volume roadways in addition to safety, road improvements, etc on higher volume roadways?
4. Should the City could consider a city wide traffic calming program and allocate the necessary resources to funding such a program?

Appendix :

- Visual Examples of Traffic Calming Measures

Street Diet :



Speed Feedback Sign :



Rectangular Rapid Flashing Beacons (RRFBs) / School Flashers :



Pavement Markings for Speed Control :



Center Medians :



Speed Humps/Bumps/Tables/Cushions :





Curb Extensions/Bulb-Outs/Chicanes :



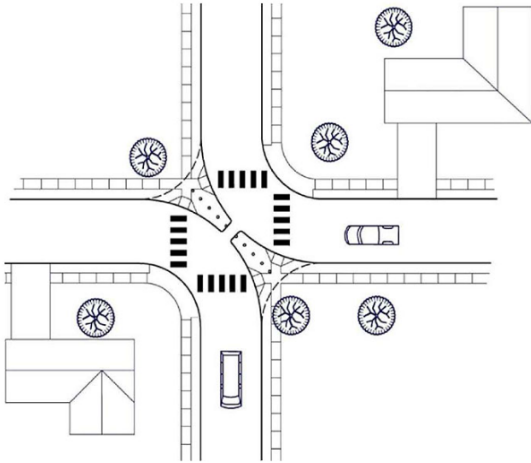
Traffic Circles :



Tree Lined Roadways :



Diagonal Diverter :





MEMORANDUM

DATE: August 9, 2024

TO: Aquilla Hurd-Ravich, AICP | City of Oregon City
Pete Walter | City of Oregon City

FROM: Reah Flisakowski, PE | DKS Associates
Hallie Turk, EI | DKS Associates

SUBJECT: Oregon City Local Street Volume Standard Evaluation

DKS P#25002-000

INTRODUCTION

The city has requested an evaluation of community concerns regarding high traffic volumes on local designated streets due to new development. A potential solution could be to adopt a local street maximum volume standard in the Oregon City Development Code which would apply to new development applications. This memo presents a background of local street standards, a summary of guidelines and standards applied in peer communities, and potential benefits and challenges to implementing a local street volume standard.

BACKGROUND

FUNCTION OF LOCAL STREETS

Street functional classification is an important tool for managing the characteristics of the roadway network. Streets within a network have different functions for mobility and land access that can be organized in a hierarchal classification system. From highest to lowest intended usage, the classifications are freeways, arterials, collectors, and local streets. Streets with lower usage are typically intended to prioritize access over mobility for through traffic. Figure 1 illustrates the relationship between mobility and access for each functional classification.

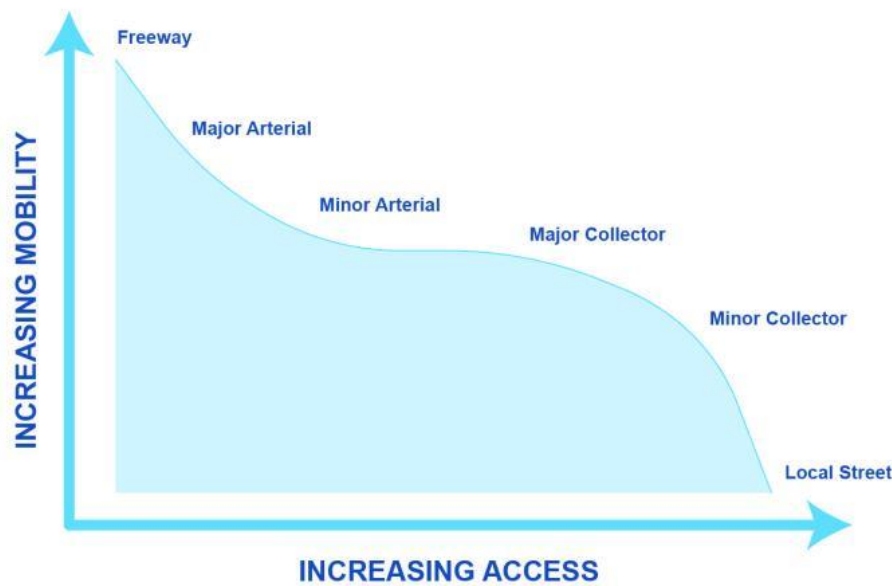


FIGURE 1. STREET FUNCTIONAL CLASSIFICATIONS¹

The Oregon City Transportation System Plan (TSP) classified the street system into a hierarchy organized by functional classification and street type (shown in Figure 2). These classifications ensure that the streets reflect the neighborhood through which they pass, consisting of a scale and design appropriate to the character of the abutting properties and land uses.

The functional classification system recognizes that individual streets do not act independently of one another but instead form a network that works together to serve travel needs on a local and regional level. From highest to lowest intended usage, the classifications are freeway, expressway, major arterials, minor arterials, collectors and local streets. Roadways with a higher intended usage generally provide more efficient motor vehicle traffic movement through the city, while roadways with lower intended usage provide greater access for shorter trips to local destinations. Functional classifications are based on the character of service they are intended to provide in a street network. Functional classifications are not defined by the level of daily traffic they serve.

The street types strike a balance between street functional classification, adjacent land use, zoning designation and the competing travel needs by prioritizing various design elements. One of the five street types is focused on Residential Streets. These are defined in the TSP as “generally surrounded by residential uses, although various small shops may be embedded within the neighborhood. These streets often connect neighborhoods to local parks, schools and mixed-use areas. They should be designed to emphasize walking, while still accommodating the needs of bicyclists and motor vehicles. A high priority should be given to design elements such as traffic calming, landscaped buffers, walkways/ pathways/ trails, on-street parking and pedestrian safety enhancements.”

¹ “Functional Classifications,” Valley Transportation Authority, 2023. Accessed July 9, 2024. <https://www.vta.org/cdt/street-design-implementation-home-page/functional-classifications>

Vehicle speed and volume on local streets and residential streets often have an effect on neighborhood safety and livability. The city is considering adopting standards that would set a maximum volume on these streets when a new development application is evaluated. The objective is to prioritize safety and livability in neighborhoods.

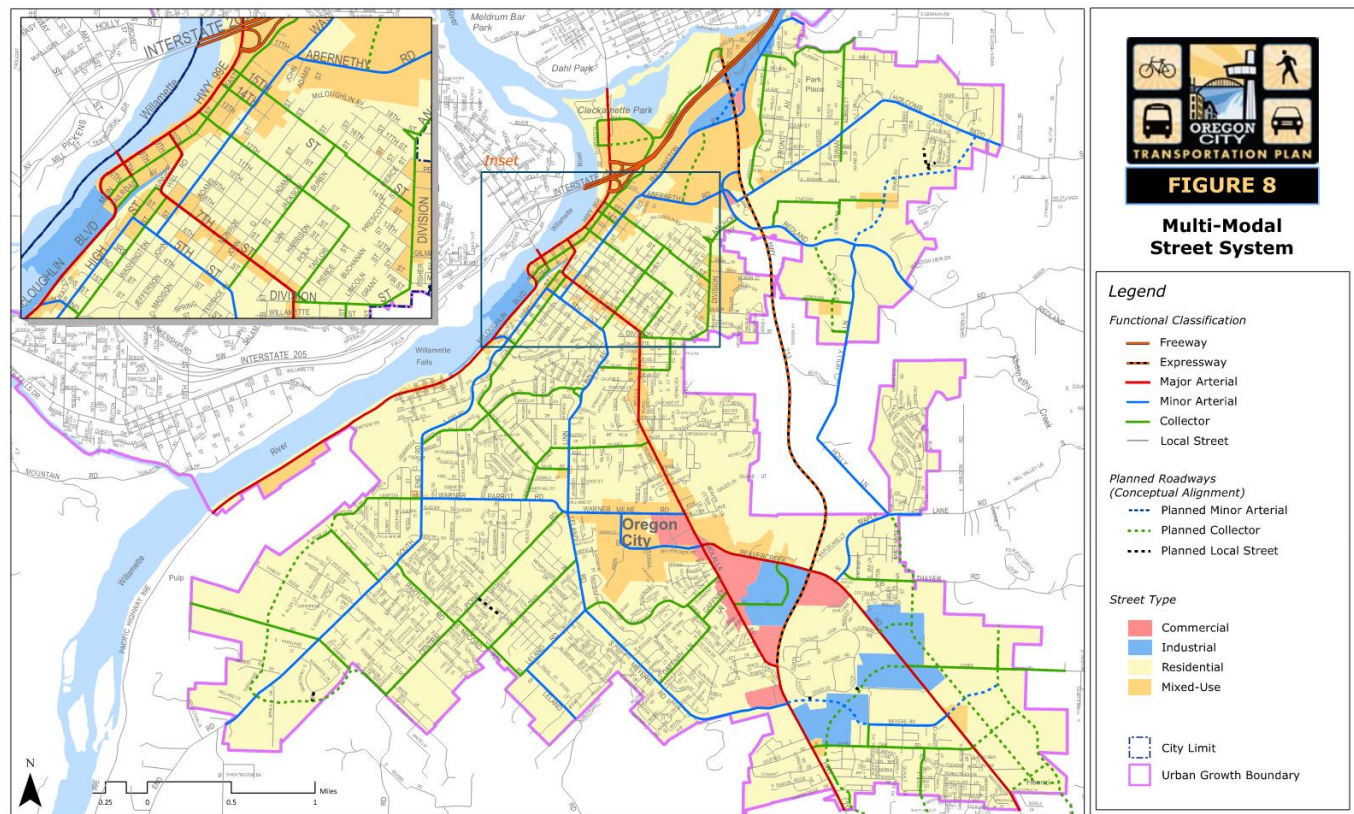


FIGURE 2. OREGON CITY TSP MULT-MODAL STREET SYSTEM

EXISTING STRATEGIES FOR MANAGING VOLUME ON LOCAL STREETS

There are several existing methods that are applied in transportation planning and engineering to manage volume on local streets, such as street pavement width, street and access spacing, and neighborhood traffic calming. Standards or guidelines for these elements are presented in TSPs and development code.

STREET WIDTH

Thoughtful street design is essential to accommodate the various uses of the road network. An important aspect of local street design in a neighborhood is the width of the pavement between curbs. Local streets usually provide two vehicle lanes (one in each direction) and shoulder areas for on-street parking. Narrower street widths are beneficial for several reasons: they encourage slower vehicle speeds, they require less right-of-way, and they are less expensive to build and maintain. A minimum vehicle lane width of 10 feet is accepted in most urban areas to gain the benefits of a narrow street width without impeding vehicle mobility.

STREET SPACING STANDARDS

The spacing of streets is an important consideration for all road users. Maximum local street spacing standards aim to create a grid system in neighborhoods, which ensures proper vehicle circulation by spreading vehicle trips more evenly over the local street network, in turn reducing congestion at intersections and reducing travel times by providing multiple routes to a destination. Pedestrians and bicyclists also benefit from maximum local street spacing standards by limiting long and indirect travel routes. With a denser local street grid, pedestrians and bicyclists are encouraged to take shorter trips to their destinations.

Per [Oregon Administrative Rule 660-012](#), every TSP in Oregon is required to address Local Street Connectivity. In addition, the [Metro Regional Transportation Functional Plan \(RTFP\)](#) requires street connections no further than 530 feet apart and pedestrian/bicyclists connections no further than 330 feet apart.

NEIGHBORHOOD TRAFFIC CALMING

Traffic calming applies street design strategies to influence driver behavior resulting in low volume and low speed streets without significantly changing vehicle capacity. Common traffic calming measures in residential areas include speed feedback signs, pavement markings, center medians, or speed humps. Traffic calming treatments can be an effective mitigation when neighborhood streets are found to serve more vehicles than desirable.

LOCAL STREETS IN OREGON CITY

Current guidance for local streets in Oregon City can be found in the [Oregon City TSP](#) adopted in 2013, the [Neighborhood Traffic Fact Sheet](#) from 2023, and the [Speed Hump Installation Policy](#). Transportation standards are also found in City code.

- Local streets in residential areas require a street width of 32 feet (curb-to-curb) per [Section 16.12.016](#) of the Oregon City Municipal Code (OCMC). The pavement width accommodates two vehicle lanes and shared for parking and bicyclists.
- Oregon City standards² allow for 10-foot-wide lanes on local streets that are not designated freight routes or transit routes.
- In accordance with Metro Regional Transportation Plan (RTP) requirements, the TSP requires local street blocks to be a maximum of 530 feet in length.
- Per [Section 16.12.025](#) of the OCMC, the use of cul-de-sacs and permanent dead-end streets is discouraged.
- Oregon City's Neighborhood Traffic Fact Sheet serves as its neighborhood traffic calming (NTC) policy. It describes how traffic management strategies are applied in Oregon City and outlines procedures for citizens to ask for traffic control measures in their neighborhood.

² Street Design Standards, City of Oregon City, January 2024.

- Oregon City's Speed Hump Installation Policy provides residents with an application to request speed humps in their neighborhood.
- Traffic calming measures in the TSP include:
 - Narrowing the street by providing curb extensions or bulbouts, or mid-block pedestrian refuge islands
 - Deflecting the vehicle path vertically by installing speed humps, speed tables, or raised intersections
 - Deflecting the vehicle path horizontally with chicanes, roundabouts, and mini-roundabouts
 - Narrowing travel lanes and providing visual cues such as placing buildings, street trees, on-street parking, and landscaping next to the street also create a sense of enclosure that prompts drivers to reduce vehicle speeds.

LOCAL STREETS IN SIMILAR COMMUNITIES

This section provides background on local street standards and guidelines applied in peer communities, including traffic volume ranges, street design standards, and local policy. Standards are requirements that are adopted in the city code and applied in the development approval process. Developments can be denied if they do not meet applicable standards. Guidelines are intended to outline best practices and desirable conditions, they are not mandatory or used as approval criteria for development applications.

PEER COMMUNITIES

Peer communities include cities in Oregon of similar area and population size, such as McMinnville, Grants Pass, Keizer, Happy Valley, and West Linn.

McMinnville is located in Yamhill County, about 30 miles southwest of Oregon City. Relevant transportation documents include McMinnville's [most recent TSP](#), which was adopted in 2010 as part of the McMinnville Comprehensive Plan. Transportation standards are also found in city code.

- Per the McMinnville TSP, the maximum average daily traffic (ADT) recommendation for local streets is 1,200 vehicles or less.
- [Section 17.53](#) of McMinnville Municipal Code lists a street width standard of 28 feet for local streets (parking on both sides) and a maximum block length of 400 feet.
- McMinnville's Comprehensive Plan states that connectivity of local residential streets should be encouraged, and cul-de-sac streets should be discouraged. It also notes that local residential streets should be designed to prevent or discourage their use as shortcuts for through traffic.
- A [neighborhood traffic calming \(NTC\) program](#) was established in 2006.

Grants Pass is a city in southern Oregon. Relevant transportation documents include the [Grants Pass TSP](#) adopted in 2020. Transportation standards are also found in city code.

- The Grants Pass TSP states that local streets are designed for less than 1,200 vehicles per day. The TSP also states that if traffic volumes on a local street are forecasted to exceed 1,200 vehicles per day, the street system configuration should be changed to reduce forecasted volumes (in accordance with the city's Neighborhood Traffic Calming Program) or designed to minor collector standards.
- Street design and spacing standards are found in [Section 27](#) of the Grants Pass Development Code. Local street curb-to-curb width must be 26 to 34 feet (depending on expected ADT) with parking on both sides of the street. Block lengths must be 600 feet or less.
- The TSP discourages cul-de-sac streets.
- The TSP states in Policy 1.4.9 that a Neighborhood Traffic Calming (NTC) plan should be developed.

Keizer is located in Marion County just north of the city of Salem. Relevant transportation documents include [Keizer's TSP](#), adopted in 2009. Transportation standards are also found in city code.

- Local streets in Keizer are intended to carry less than 1,600 vehicles per day.
- Table 4.1 in the Keizer TSP lists roadway width standards. Local streets must have a curb-to-curb width of 28 to 34 feet (parking on both sides).
- [Section 2.302.09](#) of City code states that developments should produce complete blocks at a maximum of 600 feet in length.
- Keizer has a [Neighborhood Traffic Management Program](#) from 1999.

Happy Valley is a growing city in the Portland metro area less than 10 miles from Oregon City to the northeast. Relevant transportation documents include the [Happy Valley TSP](#) from March 2023 and the city's [traffic calming policies](#).

- Per Table 8-9 in the TSP, the desirable maximum volume on local streets is 1,000 vehicles per day, and the curb-to-curb width standard is 32 feet (parking on both sides).
- In accordance with Metro RTP requirements, local street blocks must be a maximum of 530 feet in length.
- In addition to the published city traffic calming policies, a list of acceptable traffic calming measures by roadway classification is shown in Table 8-3 of the TSP.

West Linn is located northwest of Oregon City across the Willamette River. Relevant transportation documents include the [West Linn TSP](#) from March 2016 and the City's Community Development Code.

- Guidelines for street volume by functional classification are not present in the TSP or Community Development Code.
- In accordance with Metro RTP requirements, local street blocks must be a maximum of 530 feet in length.
- The TSP discusses the process for implementing traffic calming measures in neighborhoods. Table 12 lists acceptable traffic calming measures by functional classification.

Overall, Oregon City’s local street standards and guidelines are consistent with standards and guidelines of peer communities. None of the peer communities have instated maximum local street volume standards.

Table 1 provides a summary of local street standards and guidelines in peer communities, including local street width, new local street spacing, and whether each city has an adopted Neighborhood Traffic Calming (NTC) Plan or policies. Overall, Oregon City’s local street standards and guidelines are consistent with standards and guidelines of peer communities. None of the peer communities have instated maximum local street volume standards.

TABLE 1. LOCAL STREET STANDARDS AND GUIDELINES IN PEER COMMUNITIES

PEER CITY	MAXIMUM VOLUME STANDARD (VEHICLES/DAY)	VOLUME GUIDELINE (VEHICLES/DAY)	CURB-TO-CURB WIDTH*	PARKING AVAILABILITY	NEW STREET SPACING**
MCMINNVILLE	None	<1,200	28 feet	Both sides	400’
GRANTS PASS	None	<1,200	26 to 34 feet (varies by ADT)	Both sides	600’
KEIZER	None	<1,600	28 to 34 feet	Both sides	600’
HAPPY VALLEY	None	<1,000	32 feet	Both sides	530’
WEST LINN	None	None	34 feet	Both sides	530’
OREGON CITY	None	None	32 feet	Both sides	530’

* Assumes a two-lane street with parking on both sides

** Per the Metro RTFP, new local street spacing must be 530’ or less in the Portland Metro area, which includes Happy Valley and Oregon City. McMinnville, Grants Pass, and Keizer are outside of the Metro area.

OTHER STATES

Research of local street standards in other states found no maximum volume standards. Neighborhood traffic calming programs are common, as well as standards for maximum local street spacing and local street cross-section design.

CONSIDERATIONS

This section summarizes potential benefits, challenges and unintended consequences of implementing a maximum local street volume standard in Oregon City.

PROCESS

Local street volume standards would be implemented by the Oregon City Commission and enforced by City staff. Developers must submit a Transportation Impact Analysis (TIA) in accordance with

[City guidelines](#) that examine operations at key study locations as part of their land use application for a proposed development. If the TIA finds that the future daily volumes on a local street are forecasted to exceed a specific maximum standard, the planning department would deny the application citing the local street volume standard cannot be met.

BENEFITS

A maximum local street volume standard would ensure future developments do not result in daily volumes on local streets higher than the adopted standard. This would promote safety and livability in neighborhoods.

CONSTRAINTS

A maximum local street volume standard is challenging to implement through the application process. Some development applications will be limited on design options for their site plan and local street network. The surrounding built street system and environmental constraints such as steep topography and wetlands may limit the planned local street connectivity and result in daily volumes that exceed the local street standard. Oregon City has several areas with existing environmental constraints that could result in significant undevelopable residential property due to the new standard.

CONSEQUENCES OF A LOCAL STREET VOLUME STANDARD

Local street maximum volume standards are not usually considered for various reasons. Denying applications due to a local street maximum volume standard would likely result in less development, in turn resulting in slower population growth and economic growth for the city. A local street volume standard may also result in legal challenges from potential developers and Metro density requirements.

OPTIONS

To manage traffic on local streets in Oregon City, City staff could:

1. IMPLEMENT A MAXIMUM DAILY VOLUME STANDARD

One option is to implement a conservative maximum daily volume standard for local streets in Oregon City. For example, if a TIA reports that the future volumes on a local street would exceed 2,000 vehicles per day and the site plan cannot be revised to reduce daily volumes to meet the standard, the application would be denied.

2. STRENGTHEN EXISTING TRAFFIC MANAGEMENT STRATEGIES

Currently, local street traffic is managed in Oregon City using existing standards applied to local street spacing, local street width, and neighborhood traffic calming measures. Changes in transportation planning documents and City code to strengthen these methods to mitigate the

potential development impacts may offset the need for a volume standard. Example changes are listed below.

- *Street Width:* Update OCMC Section 16.12.016 to reduce street width standard to 28 feet for a two-lane local street with parking on both sides. This would need to be coordinated with local emergency response providers and utility providers (such as waste management).
- *Street Spacing:* Strictly enforce the 530-foot local street spacing standard in development and neighborhood site plan review. Update OCMC Section 16.12.025 to prohibit cul-de-sac streets in development applications. Design exceptions must be documented and justified with a reasonable constraint (e.g., topography).
- *Neighborhood Traffic Calming:* The site plan review for each proposed development should consider the need to manage traffic volumes and speeds for safety and livability. Update the existing TIA guidelines to require an examination of traffic calming measures in the site plan review and refer to the published Neighborhood Traffic Calming Fact Sheet.



CITY OF OREGON CITY

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Oregon City, OR
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Staff Report

To: City Commission **Agenda Date:** May 13, 2025
From: Thomas Kissinger, Assistant Parks and Recreation Director

SUBJECT:

Discussion of Process to Adopt the Parks Master Plan into the Comprehensive Plan

STAFF RECOMMENDATION:

Staff recommend moving forward with the process of amending the City's Comprehensive Plan by adopting the most recent Parks & Recreation Master Plan and its associated documents.

EXECUTIVE SUMMARY:

The process of updating the City's Parks Master Plan began in April 2022 and was approved by the City Commission on June 5th, 2024 after extensive public engagement and community input. Parks and Recreation staff have been working with Planning staff to adopt the plan as an ancillary document of the City's Comprehensive Plan via a legislative land use decision. The attached Parks Inventory was drafted in conjunction with the Parks and Recreation Advisory Committee to outline the specific park and facility improvements that were recommended as part of the Parks Master Plan process. Staff are requesting time with the City Commission to discuss this adoption process.

BACKGROUND:

According to the 2004 Oregon City Comprehensive Plan (Introduction, "Implementing the Plan" Page 4:)

"Ancillary Plans are adopted by the City Commission for such things as parks and recreation, transportation systems, water facilities, and sewer facilities. Usually prepared by City departments through a public process, ancillary plans are approved by the City Planning Commission and adopted by the City Commission to provide operational guidance to city departments in planning for and carrying out city services. These plans are updated more frequently than the Comprehensive Plan."

The Oregon City Parks Master Plan (2023) and the associated Parks Inventory are documents that propose specific programs and projects intended to provide a level of service that meets the needs of the community now and in the future. The documents provide operational guidance to the Oregon City Parks & Recreation Department in planning for and carrying out city services for the foreseeable future. Specific projects include development of additional fenced dog parks; purchase and development of more usable outdoor space for programming/events; increased connectivity and accessibility of trails and

parks; and installation of newer, more inclusive play structures in parks.

The Oregon City Parks Master Plan (2023) will create a cohesive Parks & Recreation system that provides an appropriate level of service to the community based on statistically valid surveys, comparable agency benchmarks, and national trends in participation and community needs.

OPTIONS:

1. Approve moving forward with the process to adopt the Parks Master Plan into the Comprehensive Plan
2. Approve moving forward with the process to adopt the Parks Master Plan into the Comprehensive Plan with Amendments.
3. Deny moving forward with the process to adopt the Parks Master Plan into the Comprehensive Plan and provide further direction.

Parks Inventory

Types of Park Development

Pocket Park

Pocket Parks are typically defined as park spaces that are less than 3 acres in size, with limited exceptions. These parks typically feature some development or can be fully undeveloped. Typical amenities in Pocket Parks include small play structures, walking paths, seating areas, native gardens, and even sport courts in limited circumstances.

Neighborhood Park

Neighborhood Parks are typically defined as park spaces that are between 3 acres and 8 acres. These parks typically feature a mix of development and natural space. Typical amenities in Neighborhood Parks include play structures, walking paths, seating areas and picnic shelters, sport courts, restrooms, parking areas, dog parks, and even skate parks or ball fields in limited circumstances.

Community Park

Community Parks are typically defined as park spaces that are between 8 acres and 20 acres. These parks are typically highly developed with areas of natural spaces interspersed throughout. Typical amenities in Community Parks include large play structures, walking paths, seating areas, multiple picnic shelters, sport courts, restrooms, parking areas, dog parks, skate parks, and ball fields. In some instances, these parks may include community event spaces that serve a variety of uses. These sites typically serve large segments of the population in a variety of ways and uses.

Regional Park

Regional Parks are typically defined as park spaces that are over 20 acres and provide services or amenities that are utilized by the larger regional population. These parks are typically highly developed with large areas of natural spaces interspersed throughout. In some instances, they may protect or conserve vital habitat areas and provide access to

natural amenities, such as rivers. Typical amenities in Regional Parks include large play structures, walking paths, seating areas, multiple picnic shelters, sport courts, restrooms, parking areas, dog parks, skate parks, boat ramps or launches, docks, habitat conservation areas, amphitheaters and community event spaces that serve a variety of uses. In some instances, these parks may provide camping or RV-ing opportunities and specialty amenities that are unique to the needs of the region.

Specialty Park

Specialty Parks are typically defined as park spaces that provide unique, specialty services or amenities that are utilized by both residents and visitors to the region. These parks can vary in size. Examples include, but are not limited to, boat ramps, docks, interpretive spaces and centers, historical homes, plazas, and cemeteries. Amenities at Specialty Parks typically vary depending on the intended usage of the specific site.

Open Space/Natural Areas

Open Space and Natural Areas are typically defined as minimally developed, conservation-focused parkland that is intended to provide visitors with meaningful opportunities to engage with nature. These parks can vary in size, from small wetlands to large forests. Amenities at these parks typically vary depending on the intended usage of the specific site, but may include amenities such as trailheads, walking paths, interpretive signage, boardwalks, wildlife viewing areas, and habitat conservation areas.

Trails

Trails are typically defined as linear parkland that provide access or connection to nature in a variety of environments. Typically, trails are utilized to connect different sections of the City and provide pedestrian and bike access. Trails can be standalone parkland or part of a developed park. Trails can utilize a variety of surfacing materials, depending on site conditions.

Park Inventory

Abernethy Creek Park

Abernethy Creek Park is a 2.5 acre natural area located on Abernethy Creek at the North end of town. The space is an undeveloped natural area with limited parking, a small trail, and a picnic table. In the future, Parks and Recreation would look to improve the parking area and ensure continued upkeep of the trail system.

Atkinson Park

Atkinson Park is a 5.5 acre neighborhood park located in the mid-level of the City, just 4 blocks north of the swimming pool. This site is currently a mostly natural area with small amounts of development, such as a reservable picnic shelter and associated tables; a playground; and some trails. This park is also the location of the Buena Vista Club, which is discussed in the facility section of this inventory. In the future, Parks and Recreation would look to improve the accessibility of this site with new walking paths, new natural-themed play structures, and potentially a new restroom. A community planning process is recommended for this site to ensure community input on any potential redesigns of the park land.

Barclay Hills Park

Barclay Hills Park is a 5.4 acre neighborhood park located in the eastern portion of town, near Mountain View Cemetery and Newell Creek Canyon. This site is currently a mix of developed park space and natural area, with a basketball court, picnic tables, and larger play structure. Future development opportunities include accessibility improvements to existing amenities and a picnic shelter.

Barclay Park

Barclay Park is a 1.67 acre pocket park located at 711 12th Street. The site is mostly natural area with minimal development consisting of a trash can and dog pot. Currently, the site is utilized as an off-leash dog area. No major development is planned at Barclay park in the future.

Canemah Children's Park

Canemah Children's Park is a 0.34 acre pocket park located directly adjacent to Metro's Canemah Bluff natural area. The site is mostly developed with amenities such as walking trails, benches, basketball courts, picnic shelters and tables, a restroom, and a sizeable play structure. Future development at this site include replacement of the restroom with a more accessible option and replacement of the existing amenities as they age.

Chapin Park

Chapin Park is an 18.5 acre community park located on Warner Parrott Road. Nearby residents can also access the park by walking through entry points located at the end of Glacier Court or Hein Court. This park is host to the majority of the sporting events in the city. A walking/jogging path also surrounds the southern end of the park. The site is mostly developed. Current amenities include:

- 1 reservable shelter with 6 picnic tables
- 4 baseball/softball fields
- 2 soccer fields
- Two play structures
- 1 restroom
- A walking path
- A snack shack and storage area

This site also includes a park host site with utilities located just off the main parking lot. Future developments at this site would include an expanded universally-accessible playground, accessibility improvements to the ball fields and walking paths, and additional irrigation to support year-round sports on ball fields 3 and 4.

Clackamette Cove Trail & River Access Trail

Clackamette Cove Trail & River Access Trail is an approximately 1-mile-long linear trail that can be accessed from Main Street near Clackamette Park or S Washington Street. The site is a minimally developed asphalt and concrete trail through natural areas that border Clackamette Cove and the Clackamas River. Current amenities include benches, picnic tables, and dog pots. Future improvements would include accessibility improvements to the walking path and interpretive signage throughout the trail corridor.

Clackamette Park

Clackamette Park is a 25 acre regional park located at the confluence of the Willamette and Clackamas Rivers, with easy access from I-205 and 99E. It is the only regional park in the Oregon City Parks & Recreation system. Current amenities include:

- A boat launch
- Horseshoe pits
- A swingset
- Beach access to the Willamette and Clackamas Rivers
- A skatepark
- A restroom
- Walking paths
- An RV dump station
- 2 reservable shelters with picnic tables
- A 38-space RV Park

Future developments at this site would include an expanded skatepark; sports courts; a relocated boat ramp; a relocated RV park; accessibility improvements throughout the park; a new community space and amphitheater; a new restroom; and new natural areas with interpretation and artwork opportunities. Further information on these future developments can be found in the approved Clackamette Park Master Plan that was adopted by the Planning Commission in July 2023. If the community desires to construct a new RV Park, it is recommended it be relocated from its current position to a location out of the 2-year floodplain.

D.C. Latourette Park

D.C. Latourette Park is a 0.80 acre pocket park located on the block between 10th and 11th/Madison and Monroe Streets. It is a mostly developed site with a basketball court, a natural play area, accessible pathways, and a lawn area. Future development at this site would focus on replacement of existing amenities as they age.

Dement Park

Dement Park is a 0.29 acre pocket park located in the Rivercrest Neighborhood area. The park is a quiet, undeveloped park location that offers a bench and open space. No future development is planned at Dement Park.

End of the Oregon Trail

The End of the Oregon Trail historic site is a mostly developed 8.04 acre specialty park that includes an outdoor park component and the End of the Oregon Trail Interpretive Center. This section of the inventory focuses on the outdoor park component. The End of the Oregon Trail Interpretive Center is discussed later in the facility inventory. The outdoor component offers many options and accommodations for small gatherings or special events. Current amenities include a picnic shelter with accompanying tables, a large parking lot, a stage, a grassy seating area, walking and interpretive trails, a restroom, and benches. Future development on this site would include accessibility improvements to the walking trails, restrooms, and parking lots, a new stage or amphitheater, shade structures, additional historical interpretation components, and additional seating options. It is recommended this site undergo a community planning process at some point in the future.

Hartke Park

Hartke Park is a 1.03 acre pocket park located a few blocks off Warner Parrot Road. Current amenities consist of a small play area, two tennis courts, and a basketball court. Vegetation and open green space provide the community with spaces to gather or play. Future improvements include accessibility improvements to the courts and play area.

Hazel Grove Park

Hazel Grove Park is a 3.40 acre neighborhood park located a few blocks off Central Point Road. The site currently consists of a natural play structure, a picnic shelter with accompanying tables, benches, and a walking path. There is a mix of mature trees and open space for play. Future improvements include replacement of existing amenities as they age and future plantings to provide additional habitat and shade.

Hazelwood Park

Hazelwood Park is a 0.54 acre pocket park at the corner of Laurelwood Drive and Hartke Loop. The space provides an open, grassy area for play. Current amenities include a swingset and a slide. Future improvements would include additional playground components and plantings to provide shade.

Hillendale Park

Hillendale Park is a 16 acre community park located on Clairmont Way, with parking also available on Rosebery Avenue. The park also connects with Clackamas County's Red Soils Campus via a paved walking path at the end of Red Soils Court. The trails are lined with sitting benches and large grassy areas suitable for lawn games. A small creek runs through the park, with an observation deck overlooking the wetlands. Current amenities include:

- Barbeque grills
- 2 baseball/softball diamonds
- 2 soccer fields
- A mixed use (basketball/pickleball/tennis) sport court
- 1 sand volleyball court
- 1 reservable picnic shelter with accompanying tables
- A preserved wetland with an observation deck and interpretive signage
- Walking paths and bridges
- 2 playgrounds
- Restroom facilities

Future improvements would focus on replacement of outdated play equipment with new, inclusive play structures; a replacement restroom facility; a new single-user restroom facility in the lower section of the park; improvements to the mixed use sport court; and accessibility improvements to the walking paths, bridges, and parking lots. Additionally, this site is recommended for additional plantings throughout the park and wetland preservation along Mud Creek to improve water quality and habitat. This could include areas for interpretation and wildlife viewing.

Jon Storm Park

Jon Storm Park is a 1.5 acre specialty park located on the bank of the Willamette River, just south of Clackamette Park. The park sits on Clackamette Drive just before Sportcraft Landing, overlooking the river with a view of Willamette Falls. Current amenities include a recreational & commercial boat dock, restroom facilities, and a reservable picnic shelter with accompanying tables. Future improvements at the site include accessibility upgrades to walking paths and restrooms, as well as necessary repairs and replacement of the boat dock components as they age. Additionally, there may be future work to improve the capacity of the boat dock in order to receive larger commercial vessels.

Library Park

Library Park is a 1.3 acre pocket park located on the grounds of the Oregon City Public Library. Current amenities include benches, walking paths, a small playground, and a spray park. Future improvements at the site include accessibility upgrades to walking paths and the replacement of existing amenities as they age.

McLoughlin Promenade

McLoughlin Promenade is a 7.8 acre linear trail on the bluff above downtown, which provides spectacular views of the Willamette River, Willamette Falls, and downtown Oregon City. It also provides a connection to the Oregon City Municipal Elevator. Current amenities include benches, dog pots, and walking paths that connect into the McLoughlin Neighborhood. This park is also the site of the Cayuse 5 Memorial, providing historical interpretation and a significant ceremony site for Tribal nations. Future improvements to the site include a second phase of the Cayuse 5 Memorial and accessibility upgrades to walking paths, as well as replacement of amenities as they age.

Oak Tree Park

Oak Tree Park is a 0.39 acre natural area located off South End Road. It is mostly open lawn space with a few mature and young trees. No major development is planned at Oak Tree Park for the future.

Old Canemah Park

Old Canemah Park is a 7.56 acre natural area located in the historic Canemah neighborhood. With walking trails, changing grades, picnic areas, and beautiful views of the Willamette River, Old Canemah Park provides a relaxing escape. Current amenities include picnic areas, walking paths, trails, and a small parking lot. There is also a covered viewpoint that overlooks the Willamette River. Future improvements to Old Canemah Park include a redesigned, accessible pathway to the viewpoint area; environmental and historical interpretation throughout the park; accessibility improvements to the parking area; and native habitat restoration. This site is also intended to become a piece of the McLoughlin-Canemah project that connects downtown Oregon City to the Canemah neighborhood.

Park Place Park

Park Place Park is an 18.5 acre neighborhood park located off Front Avenue in the Park Place Neighborhood. Current amenities include natural areas, open lawn space, walking paths, an off-leash dog area, a playground, and a restroom. Park Place Park has a master plan from 1995 that recommends future Phase II improvements to include a sports court, additional walking paths, and an expanded play area. It is recommended this site undergo a community-based plan update before moving forward with any improvements to ensure the community can provide input on a final design for Phase II improvements.

Richard S. Bloom Tots Park

Richard S. Bloom Tots Park is a 0.18 acre pocket park located across the street from Library Park. Current amenities include a small children's play area, a restroom, and some benches. Future improvements at this site would include replacement of existing amenities as they age and accessibility upgrades as items are replaced.

Rivercrest Park

Rivercrest Park is a 6.5 acre neighborhood park located on Park avenue in the heart of the Rivercrest neighborhood. Current amenities include a spray park, tennis courts, a basketball court, a t-ball field, a playground, 2 reservable picnic shelters with accompanying tables, a restroom, and concrete cornhole pits. Future improvements at this site include accessibility improvements to existing amenities; replacement of the spray park with a larger, more accessible option as it ages; an expansion to the reservable picnic shelter near the spray park; and replacement of the playground equipment with more accessible options as they age.

Shenandoah Park

Shenandoah Park is a 0.55 acre open space located off Central Point Road at the intersection of Allegheny Drive and Shenandoah Drive. The park is mostly open lawn space with mature trees. No major development is planned at Shenandoah Park

Singer Creek Park

Singer Creek Park is an 18 acre community park located adjacent to Linn Avenue along Singer Creek. There are trails that connect the park to Belle Court and Holmes Lane.

Current amenities include walking paths, natural habitat, and a disc golf course. Future improvements would include new trails throughout the forest, an improved walking path that connects Holmes Lane to Linn Avenue, and an off-leash dog area.

Sportcraft Boat Ramp

Sportcraft Boat Ramp is a 3.34 acre specialty park located at the end of Clackamette Drive adjacent to Jon Storm Park. Current amenities include a 2-lane boat dock that provides safe boating access to the Willamette River, as well as a parking lot for boat trailers. Future improvements would include replacement of existing amenities and repaving of the parking lot.

Tyrone S. Woods Park

Tyrone S. Woods park is a 9-acre neighborhood park located off Meyers Road in the south of the City. Current amenities include benches, walking paths, a nature play area, a reservable picnic shelter with accompanying tables, picnic tables disbursed throughout the park, a restroom, and a fenced dog park. This park has a recent master plan that defines Phase II improvements as a skatepark, pickleball courts, and additional open lawn space and walking paths.

Waterboard Park

Waterboard Park is a 21.28 acre natural area located at the end of John Adams Street, near the former armory. Waterboard park is mostly natural habitat with viewpoints, walking paths, a parking lot at the lower and upper entrance. Future improvements at this site would include accessibility improvements to trails, walking paths and parking lots. It is recommended this site undergo a community planning process, especially if the City were to add additional land for development at the lower entrance.

Wesley Lynn Park

Wesley Lynn Park is a 17.5 acre community park located on Frontier Parkway off Meyers Road in the southern end of Oregon City. Current amenities include:

- A large playground
- Walking paths

- 1 reservable picnic area with barbeque grills, a sink, and accompanying picnic tables
- 2 baseball/softball fields (one with synthetic turf infield)
- 2 soccer fields
- An off-leash dog area
- A restroom and snack shack

Future improvements at this site would include synthetic turf infield on the other ball field; dugout and bleacher improvements; an expanded, universally accessible play area; a fenced dog park; habitat restoration and shade improvements; additional parking; an additional shelter; and accessibility improvements to walking paths and restroom facilities.

Facility Inventory

End of the Oregon Trail Interpretive Center

The End of the Oregon Trail Interpretive Center consists of four buildings and site amenities/features located at the End of the Oregon Trail historical site. The Main Building (Wagons 1-3) consists of learning and activity rooms and a theater. The Visitor's Center consists of a welcome center and gift shop. Henderson Farm consists of a two-story building with a learning/activity center downstairs and offices. The restroom building consists of restrooms and staff areas. The restroom itself serves the Interpretive Center and the parkland. Future development on this site is currently guided by the previous master plans from the 1990's. It is recommended the City engage in a refinement planning process to engage stakeholders on identifying future development opportunities.

Pioneer Community Center

The Pioneer Community Center is a 16,000 SF building that was originally constructed in 1976. The building underwent partial renovation in 2019/2020. The current purpose of this facility is to provide community space for social services and rentals, as well as staff offices for individuals engaged in providing these services. The facility also includes approximately 1.7 acres of landscaped grounds and parking area that is utilized for a variety of programming. Part of these grounds include the Sister City Peace Garden, with interpretive signage and a small walking path. Future development at this site would

include accessibility improvements to existing amenities and upgrades/renovations as amenities age out.

Oregon City Swimming Pool

The Oregon City Swimming Pool is a 20,572 SF building that was constructed in two phases. The natatorium was constructed in 1965 and the community center wing was constructed in 1978. Renovations to the interior finishes, natatorium glass, ADA improvements, and rebuilding of the pool deck were performed between 2014 and 2019. As an aging facility, the City continues to invest in the facility's upkeep, most recently with a project focused on resurfacing and retiling the pool shell. Future development at this site should be guided by a community planning process that provides a future vision of what the community believes this site should become.

Mountain View Cemetery

Mountain View Cemetery is a 55-acre municipally owned cemetery with a variety of structures and uses. Facilities on site include a small office building, a public restroom, a maintenance shop, and several mausoleums. The cemetery grounds are divided into four main categories:

- The Pioneer Cemetery, which represents 10.52 acres, was first established in 1854 and is primarily a historic cemetery
- The Veterans Memorial and Parents of Murdered Children Memorial, which represents 0.48 acres, primarily serves as a gathering and reflection space for the public to enjoy year-round, with specific events also held in these locations. The Veterans Memorial was recently reconstructed with project completion in 2024.
- The Main Cemetery, which represents 29 acres, primarily serves the community as a final resting place for loved ones. This section includes cremation, ground burial, and mausoleum lots that are available to the public for sale. It also includes various maintenance facilities utilized by the Parks and Cemetery Division.
- The Scattering Canyon, which represents 17 acres, primarily serves as forestland and an option for families interested in scattering cremains. There are some developed trails that allow for public access into the forest.

Future development at this site should be guided by a community planning process that includes a business analysis to provide a community vision for the future of this site. In

lieu of that planning process, the City should prioritize ADA accessibility upgrades and repaving of the Pioneer Cemetery access road.

Ermatinger House

Ermatinger House is a 3,300 SF historic house sitting on approximately 0.12 acres of landscaped grounds in the McLoughlin Historic District of Oregon City. The house was originally constructed in 1843 and is one of the oldest houses in Clackamas County. The house was renovated from 2011 to 2017 and it was opened to the public in 2018 as a museum space. The current use of this facility is to provide historical interpretation for the public on the history of the house and Oregon City as a whole. Future development at this site would include historically appropriate upgrades and repairs as amenities and the building itself ages. There are also opportunities to update and improve the interpretive elements of the facility as time progresses.

Buena Vista Club

Buena Vista Club is a 1,200 SF building located on the Atkinson Park property. The Club was reportedly constructed in 1923 and functioned as a social club until 1987 when the building was donated to the City. The City rented out the facility for events until the building was formally closed in 2013. Due to the site's appearance on the National Register of Historic Places, future developments at this site would be focused on preservation of the existing structure with a goal of providing historical interpretation at a minimum. If enough funding can be secured, the City should pursue a goal of reopening the building for public use.

New Parks/Facilities

Clairmont Way

Clairmont Way is a 2.53 acre open space that is currently owned by Oregon City Parks and Recreation. It is located along Clairmont Way just off Molalla Ave. It is planned for development as a new park by the City sometime in the future. Planned amenities could include a bicycle pump track; a skate park; or a fenced dog park with associated picnic areas, benches, and walking paths.

Park Place Concept Area South Village (Neighborhood Park)

The Park Place Concept Area Master Plan calls for dedication of 3 to 5 acres of land within the Park Place Concept Area to be used as a neighborhood park. This neighborhood park would likely include the following amenities:

- Walking paths
- A playground
- A reservable picnic shelter with accompanying picnic tables
- Open lawn space

It is recommended that a community planning process is completed to ensure community input on any planned amenities, as well as to avoid overlapping in amenities between the planned neighborhood and community parks.

Park Place Concept Area North Village (Community Park)

The Park Place Concept Area Master Plan calls for dedication of 8 to 10 acres of land within the Park Place Concept Area to be used as a community park. This community park may include the following amenities:

- Walking paths
- A playground
- A fenced dog park
- A reservable picnic shelter with accompanying picnic tables
- A multi-use sports court
- A multi-use sports field
- Natural area

It is recommended that a community planning process is completed to ensure community input on any planned amenities, as well as to avoid overlapping in amenities between the planned neighborhood and community parks.

Thimble Creek Concept Area (Neighborhood Parks)

The Thimble Creek Concept Area Master Plan identifies a series of three small neighborhood parks within the Thimble Creek Concept Area. The Master Plan calls for a “Pearl and String” concept that links these three neighborhood parks with a landscaped pathway or streetscape, providing a unique and walkable experience to residents. These smaller parks should be planned through a community planning process to ensure

community input on amenities, as well as to avoid overlapping in amenities between the neighborhood parks.

As development may happen in phases, the approach for the linear-oriented south-central open space park is through a pearl and string approach. The park pearls may vary in size but are connected by a 30-foot-wide string which includes a shared-use path. The park includes the following elements:

- 30-foot ped/bikeway string along the east side of Center Parkway to be located in a shared-use path and will not be considered part of a pearl.
- Up to 4 pearls of various sizes spread along the open space network
- Min sizes pearl: 2 acres minimum.
- Maximum size pearl: none
- Min combined size of all pearls: 10 acres
- Min average width of each park pearl: 200 feet
- Min average depth of each park pearl: 200 feet
- At least 5 acres to be developed with active recreation components
- The first park pearl dedicated shall be at least 3 acres in size

East Ridge- Thimble Creek Conservation Area

The East Ridge is a beautiful edge to the Thimble Creek area and should be planned as a publicly accessible amenity and protected resource area. However, this vision could be accomplished as a public park or through a private ownership, construction, and long-term maintenance approach with public access easements. The natural resource inventory identified important resources and opportunities for habitat restoration in the riparian areas of Thimble Creek. The park is identified primarily as an open space area with space for habitat restoration, trails, viewpoints, educational and passive recreational opportunities. The park includes the following elements:

- Minimum of ½ of area between the Thimble Creek stream buffer and the 490-foot elevation ridgeline to be open space.
- Two public viewpoints separated by at least 400 feet with a minimum size of .35 acre at less than 10% slope for each viewpoint. One of the viewpoints must be visible from a passing vehicle.
- Minimum 700-foot non-interrupted view corridor along open space from east edge of Ridge Parkway.
- Provide a pedestrian-oriented forest trail from one viewpoint to another along the Ridge Parkway

South End Concept Area

The South End Concept Plan provides access to a network of parks and open space within easy walking distance of residents and offers a variety of opportunities for recreation. The plan utilizes bands of open space consisting of sensitive habitat and drainage areas, park land, and roadways with landscaped central parkways to connect each of the planned neighborhoods to each other and the adjacent regional natural area at Canemah Bluffs. As currently proposed, the South End Concept Plan provides 24 acres of parks and an additional 51 acres of open space.

Meyers Road/Caulfield Area (Neighborhood Park)

The park equity maps contained within the Parks Master Plan identify an area in the Meyers Road/Caulfield Neighborhood area as lacking in neighborhood parks. To meet targeted levels of service identified in the City's Parks Master Plan, the City should consider acquiring land in this area for future development as a neighborhood park.

Partlow Road Area (Neighborhood Park)

The park equity maps contained within the Parks Master Plan identify an area in the Partlow Road area as lacking in neighborhood parks. To meet targeted levels of service identified in the City's Parks Master Plan, the City should consider acquiring land in this area for future development as a neighborhood park.

Additional Trails

According to the level of service analysis performed in the Parks Master Plan process, the City needs to add 3 miles of trails to meet future levels of service based on projected population growth. The City should prioritize projects that are already identified in the existing Trails Master Plan for potential future development.

Aquatics & Recreation Center

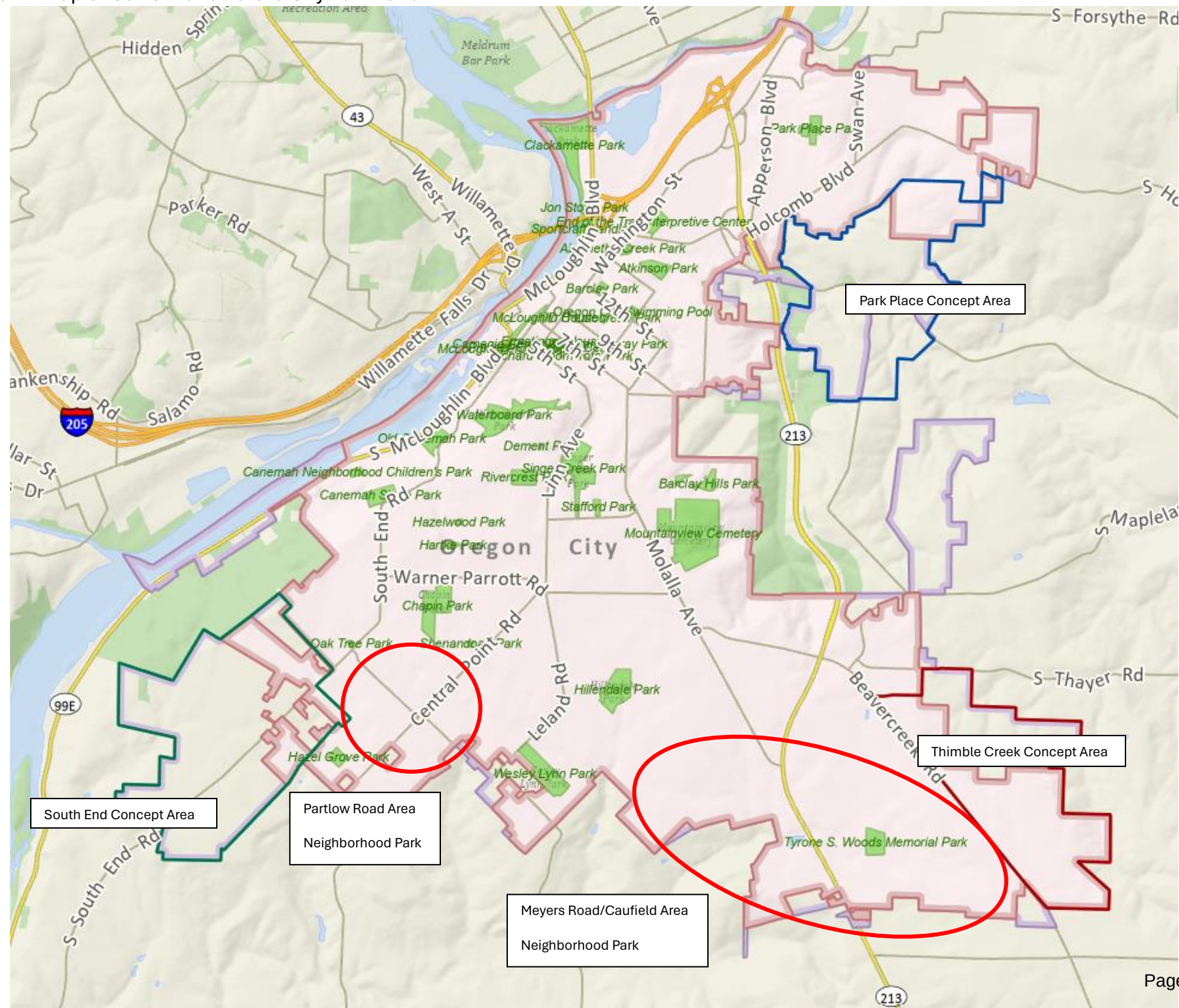
The Parks Master Plan identifies a deficiency in the planned level of service for indoor recreation facilities as Oregon City's population continues to grow. The City should consider planning for a new Aquatics & Recreation Center that will better serve the continuing needs of both residents and non-residents. Additionally, the City should

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consider acquiring enough land to construct both a new Aquatics & Recreation Center and a youth sports facility to ensure sufficient community support and consolidate activities to a central location. It is recommended the City engage in a community planning process to determine the appropriate size and location of such a facility.

Figure 1 – Map of Current and Future City Park Land





2023 PARKS MASTER PLAN

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ACKNOWLEDGEMENTS

THANK YOU TO MEMBERS OF THE COMMUNITY FOR CONTRIBUTING INPUT THROUGHOUT
THE DEVELOPMENT OF THIS MASTER PLAN

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CHAPTER ONE – EXECUTIVE SUMMARY

1.1 INTRODUCTION

The purpose of the Plan is to serve as a “blueprint” for City staff and City Commissioners in preparing a needs assessment and action plan to best serve City residents.

This Plan aims to be a flexible and practical document, conceived to enhance current programs, facilities, and services, while also providing a strategic direction for future developments.



1.2 PLAN GOALS

- **Maximize community engagement in an inclusive and innovative manner** to ensure the broad interests of the diverse community and stakeholders in Oregon City is heard and can help guide growth and development of parks, open space, recreation facilities, and programming.
- **Utilize a wide variety of data sources and best practices**, including a demographic and trends analysis, statistically valid survey to predict trends and patterns of use and ways to address unmet needs in the City.
- **Determine unique Level of Service Standards** to develop appropriate actions regarding parks, recreation, facilities, and trails that reflects the City’s strong commitment in providing high quality recreational activities for the community.
- **Shape financial and operational preparedness** through innovative and “next” practices to achieve the strategic objectives and recommended actions.
- **Develop a dynamic a realistic strategic action plan** that creates a road map to ensure long term success and financial sustainability for the City’s parks, facilities, and trails, and action steps to support the family-oriented community and businesses that call Oregon City home.



1.3 PROJECT PROCESS

The Plan followed a process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a planning path as illustrated in *Figure 1* below.



Figure 1: Project Process

1.4 MISSION, VISION, VALUES AND BIG MOVES

Based on an iterative visioning process with staff and using community input, demographics & trends, and an analysis of the City's maintenance, operations, & level of service, the following Mission Statement, Vision, and Core Values were developed by staff.

1.4.1 MISSION

The newly revised mission statement of the Oregon City Parks and Recreation Department is

“To serve the community”.



1.4.2 VISION

The Department's vision for the future is to be known as

"An inclusive, sustainable, and impactful agency".



1.4.3 CORE VALUES

The Department strives to be one that is collaborative, engaged, respectful, servant leaders, and transparent and has adopted these as their core values to guide future action.

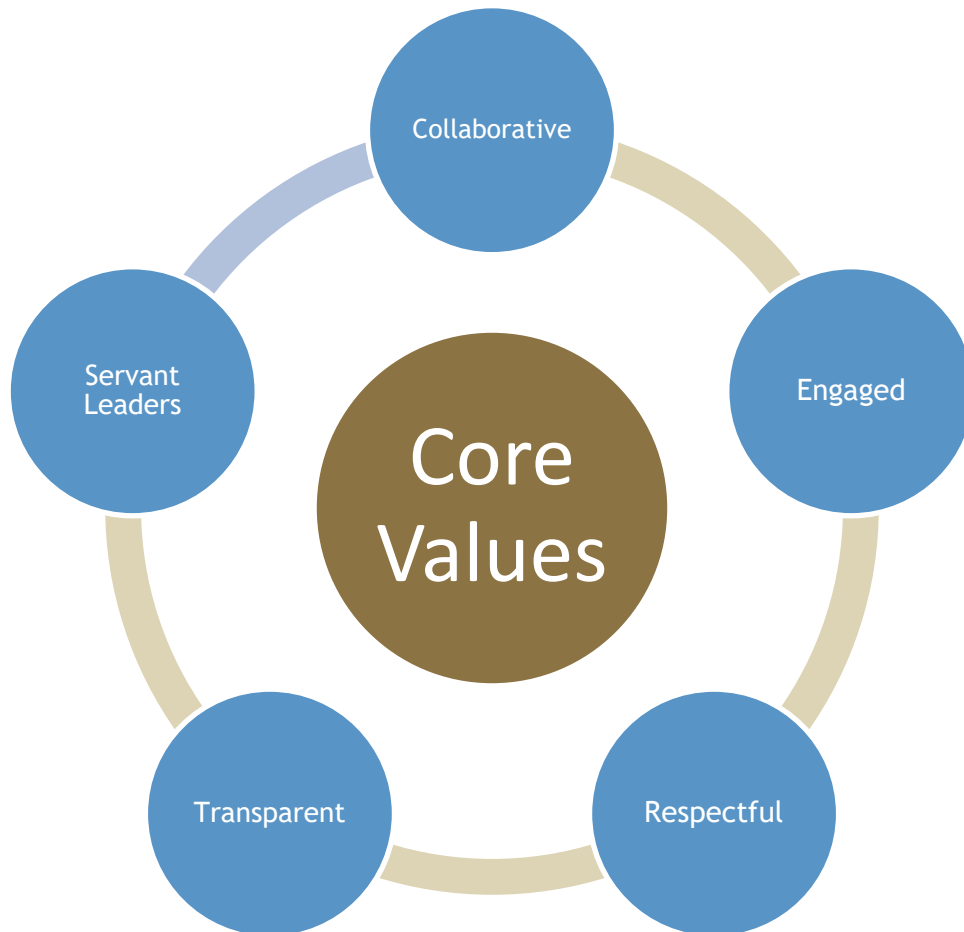


Figure 2: Core Values

1.4.4 BIG MOVES

The staff team identified City-wide outcomes they would aspire to achieve from this plan. These Big Moves are the most significant outcomes desired and when achieved, will serve as the legacy fulfilling the Plan's vision. The following are the five Big Moves that were identified through this process:

1. Explore earned income opportunities to enhance funding for the Department.
 - a) Park utility fees
 - b) Initiate a bond or levy campaign
 - c) Review fees and charges to reflect cost recovery goals
 - d) Grants
 - e) Advertising, sponsorship and partnership opportunities
2. Construct an all-inclusive staffing plan encompassing staffing forecast, recruitment strategies, induction processes, training programs, retention initiatives, and succession planning.
3. Formulate an exhaustive maintenance strategy which includes preventative measures, regular upkeep, and a timetable for equipment replacement.
 - a) Created Facility Division to manage all facilities and address all maintenance opportunities.
4. Design a strategic plan for marketing and branding.
5. Master/Business Plan the End of Oregon Trail Interpretive Center and Mountain View Cemetery.





1.4.5 STRATEGIC ACTION PLAN

In addition, the consulting team developed an Action Plan that will be updated and utilized by staff to implement and track progress on this plan's recommendations. This was based on the key Strategic Areas identified during the Visioning Workshop. These were then organized based on the Short-term or ST (0-3 years), Mid-term or MT (3-5 years) and Long-term or LT (5+ years).

Programs, Events, Facilities	Proposed Timeline
Expand the aquatic facility to increase program capacity	LT
Increase staff to support the expansion of programs and special events	ST/MT
Create partnership agreement with local school district(s) to expand programmable space	MT/LT
Expand adult rec league programs (pickleball, basketball, kickball, softball, etc.)	ST
Purchase and develop usable outdoor space to expand outdoor programs/events	LT
Parks/Trails	Proposed Timeline
Increase connectivity and accessibility of trails	MT/LT
Increase water access for non-motorized vehicle usage	MT/LT
Develop fenced dog park areas	ST
Expand programs and activities in parks to combat issues of safety	ST
Install newer, more inclusive play structures in parks	MT
Maintenance & Operations	Proposed Timeline
Create a comprehensive maintenance plan that includes preventative, ongoing, and replacement schedule	ST
Create a strategic staffing plan to include projection of staff needs, recruitment, retention, training, and succession	ST
Develop assessment plan to determine when to use contractors, staff, or volunteers	ST
Funding and Marketing	Proposed Timeline
Develop a marketing and branding plan	ST
Develop and implement strategies to better track attendance and usage to be more competitive for grants and sponsorship opportunities	ST
Increase visibility of Department through cross-promotion (flyers to schools, attending local events, etc.)	ST
Partner with non-profit groups and other agencies to apply for grants	ST/MT
Big Moves	Proposed Timeline
Explore earned income opportunities to enhance funding for the Department.	ST/MT
Construct an all-inclusive staffing plan encompassing staffing forecast, recruitment strategies, induction processes, training programs, retention initiatives, and succession planning.	ST
Formulate an exhaustive maintenance strategy which includes preventative measures, regular upkeep, and a timetable for equipment replacement.	ST
Design a strategic plan for marketing and branding.	ST
Master/Business Plan the End of Oregon Trail Interpretive Center and Mountain View Cemetery.	ST/MT

Figure 3: Strategic action plan

1.5 KEY FINDINGS

Following the assessment of the City's parks and recreation system, a variety of key findings were identified to support the implementation of the Plan. These key findings will help guide decision-making for the next five to ten years.

1.5.1 DEMOGRAPHICS AND TRENDS

Based on the information presented in the Demographics and Trends Analysis, the following are the key findings that are of particular interest and/ or have significant implications for the City:

- **Population:** The City's population has grown significantly over the last 12 years and this rate of growth is projected to continue, albeit at a slower rate over the next 15 years. The Department must continue to monitor population growth to ensure that programs, facilities, and amenities keep up with community needs.
- **Age:** City residents are now older than the national median age, and there is a growing presence of older adults between the ages of 35-54. By 2037, the population will continue to age, as the oldest age segments (55-74 and 75+) are expected to grow, while all other segments are projected to decline slightly. The Department must continue to focus on multigenerational offerings and regularly reevaluate its programming mix to effectively serve this aging, yet active population.
- **Race / Ethnicity:** The City's populace is predominately categorized as White Alone (82%), however, that percentage has dropped since 2010 (91% White Alone) and is projected to continue shrinking (75% White Alone in 2037). This drop will lead to a more diverse populace with Two or More Races (10% in 2022) being the largest minority group, and projections show that one out of every four residents will be non-white by 2037.

People of Hispanic / Latino ethnicity currently represent 9% of the total population, which is substantially below the national average (19%), and the Oregon State average (14%). This group is expected to reach almost 11% by 2037. The Department should continue to monitor program participation to ensure that offerings are adequately serving residents and are representative of the race/ethnicity distribution of City residents.

- **Income Levels:** The income characteristics of City residents are higher than the state and national levels for per capita income and median household income. These income levels coupled with above-average MPI numbers suggest a willingness of the population to spend money to attend events and/or facilities in which they see the value, as well as purchase recreation equipment.
- **National Participatory Trends:** National participatory trends are promising for the Department, as many of the activities in sports and fitness aligned with core offerings are trending positively in recent years. Despite the facility closures due to the pandemic, overall, people are recreating more and the importance of living an active, healthy lifestyle is on the rise. The Department must continue to provide active recreation opportunities and seek out new, trending activities that will drive interest and meet the demand for parks, facilities, and recreation programs among Oregon City residents for many years to come.

Local Participatory Trends: Local recreation trends show above-average participation across the board with 30 of the 46 tracked activities having MPI scores at, or above the national average. This is indicative of an active population, seeking to participate in a wide range of fitness, sports, and outdoor activities.



1.5.2 COMMUNITY ENGAGEMENT



Figure 4: Community Engagement Infographic

1.5.3 STATISTICALLY VALID SURVEY

ETC Institute administered a Parks and Recreation Needs Survey for the City of Oregon City during the months of summer 2022. The survey will help the Oregon City Parks and Recreation Department plan for future recreation programs and facilities that meet the community's needs and preferences.

The goal was to complete a minimum of 400 completed surveys from residents. The goal was exceeded with 401 completed surveys collected. The overall results for the sample of 401 households have a precision of at least ± 4.8 at the 95% level of confidence.

FACILITY/AMENITY PRIORITIES

Based on the Priority Investment Rating (PIR), the following parks and recreation facilities/amenities were rated as high priorities for investment:

- Multi-use paved trails (PIR=200)
- Multi-use unpaved trails (PIR=166.7)
- Water access (PIR=123.2)
- Outdoor amphitheater (PIR=114.7)
- Indoor walking/jogging track (PIR=112.1)
- Large community parks (PIR=111.7)
- Open space & conservation areas (PIR=111.2)
- Fenced dog park (PIR=110.2)
- Small neighborhood parks (PIR=102.5)

The chart below shows the Priority Investment Rating for each of the 32 facilities / amenities assessed on the survey

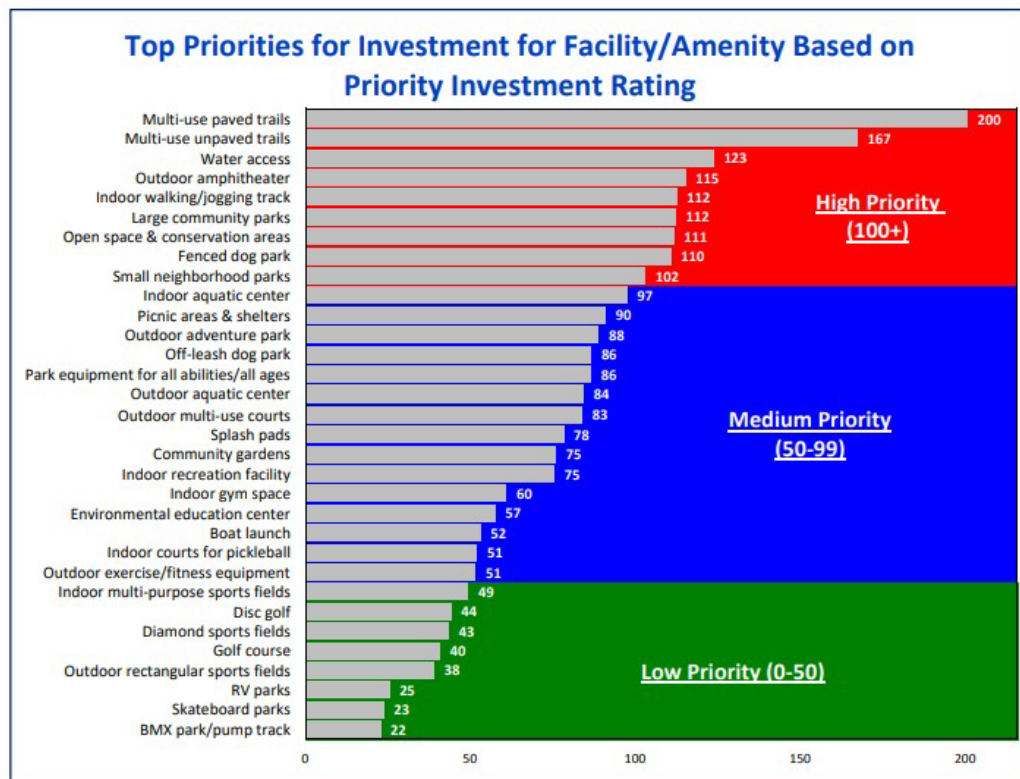


Figure 5: Priority Investment Ratings for Facilities/Amenities



RECREATION PROGRAMMING PRIORITIES

Based the Priority Investment Rating (PIR), the following Oregon City programs were rated as high priorities for investment:

- Farmer's Market (PIR=158)
- Adult fitness & wellness programs (PIR=148)
- Community special events (PIR=133)
- Cultural enrichment programs/events (PIR=117)

The chart below shows the Priority Investment Rating for each of the 30 programs assessed.

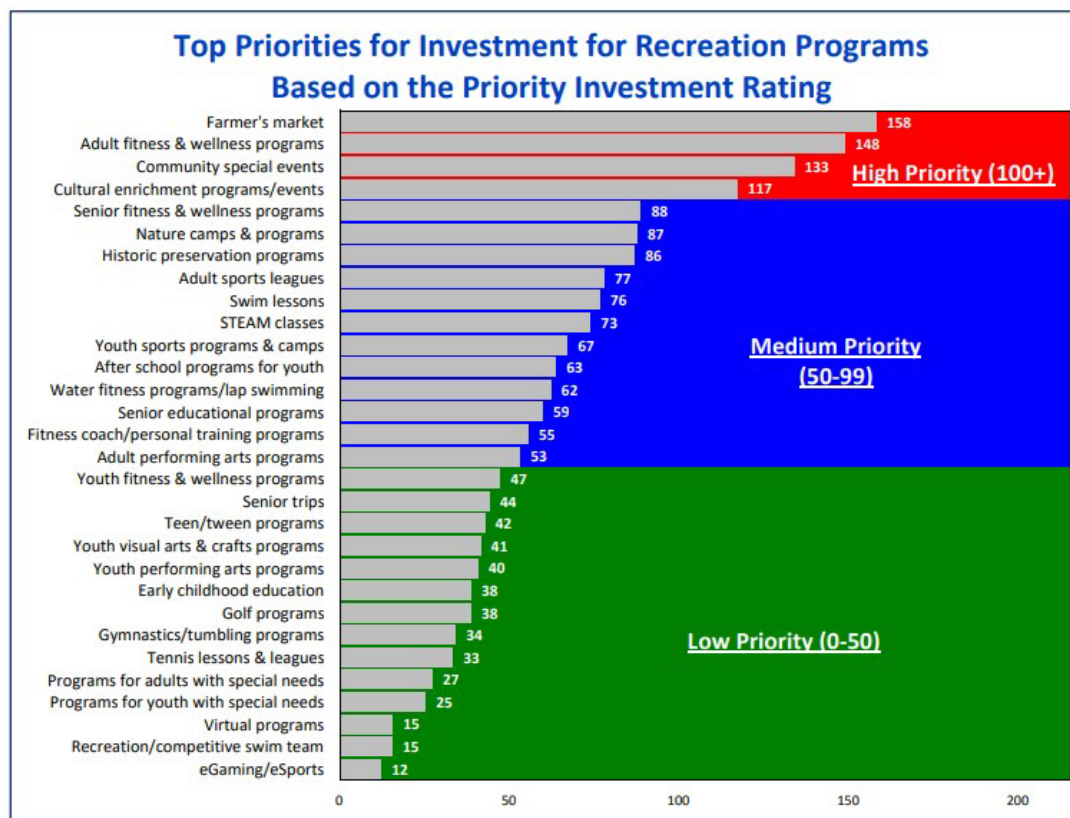


Figure 6: Priority Investment Ratings for Recreation Programs

1.5.4 STATISTICALLY-VALID AND ONLINE SURVEY COMPARISON

- **Survey Respondents:** The higher percentages of usage/participation shown in the Online Community Survey can be attributed to the fact that online surveys are typically taken by current, engaged users of the organization's services/facilities/amenities. The random selection of the Statistically Valid survey means a higher likelihood of non-users giving their feedback and is a better representation of the community.
- **Facility / Amenity Importance:** In the facility/amenity importance section, Online Community Survey participants valued more active recreation amenities, which aligns with the higher total number of youths in their households between the ages of 0-19.
- **New Addition:** The results indicated a desire for a Farmer's Market in the community.

- **Preferred Methods of Learning:** The survey results indicated that community members' preferred methods for learning about programs and events is through the Trails News Quarterly Magazine and social media.
- **Top Two Barriers:** The survey results indicated that lack of awareness and lack of facility features community members want to use are the top two barriers to using current facilities/amenities.
- **Perception of Value:** The survey results show that over 60% of respondents in both surveys saw an increase or significant increase in their perception of value, while only 4% shared they saw a decrease at some level.

1.5.5 EQUITY MAPS

Service area maps and standards help the Department evaluate where their services are provided, the fairness of service distribution across their area of operation, and the effectiveness of the service relative to population densities. Moreover, by considering population-based guidelines, the Department can identify where there are service gaps or overlaps, where additional facilities are required, or where a region is excessively served. This understanding allows the Department to make well-informed capital improvement decisions to fulfill system-wide needs, while also considering the impact of these decisions on specific areas.

The population data used to develop these standards comes from the 2022 population estimate reported by the Environmental Systems Research Institute, Inc. (ESRI). The shaded regions on the Equity Maps represent the service level, indicating the population served by a particular type of park or amenity.

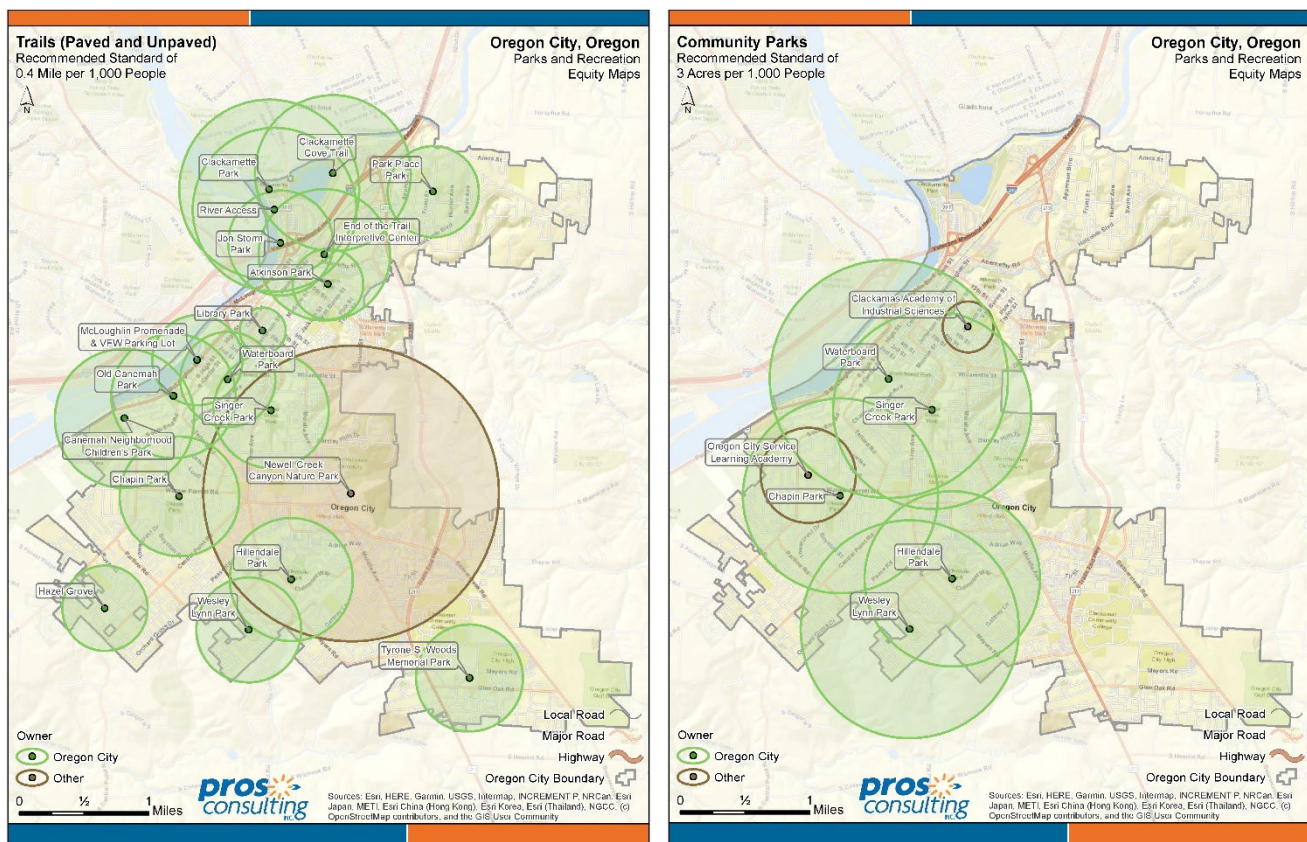


Figure 7: Equity Maps



1.5.6 RECREATION PROGRAM ASSESSMENT

The consultant team assessed the recreation program and operations of the Department. The assessment offers an in-depth perspective of offerings and helps identify strengths, challenges, and opportunities. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, staffing, volunteer and partnership opportunities, and future programs and services for residents and visitors.

Below are some overall observations from the program assessment sheet analysis:

- **Age segment analysis** shows that all eight Core Program Areas have a primary focus on adult programming. Age segmentation needs to be monitored annually to ensure program distribution aligns with the Department's mission of ensuring it provides services for all ages.
- **Program lifecycles:** Currently 46% of programs fall within the "Saturation" stage (recommended 0-10%) with 23% falling in the "Introduction, Take-Off, Growth" stage (recommended 50-60%). This indicates that the Department may benefit from repositioning programs and adding new opportunities based on community needs and input. A complete description of Lifecycle Stages can be found in [4.3.9](#).
- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods including printed and online program guides, website, flyers/brochures, direct mail, email blasts, marquee signs, in-facility signage, and various social media channels as a part of the marketing mix. The Department would benefit from identifying Return on Investment (ROI) for all marketing initiatives going forward.
- There is an opportunity to increase **social media** presence and use the medium to better tell the department's story and share the impact it has on the community.
- Currently, **customer feedback** methods are limited. It is highly recommended that the Department begins incorporating user feedback, on a more consistent basis, as a key performance measure that can be tracked over time. Specifically, pre- and post-program evaluation, lost customer surveys, and focus groups are strong feedback tools to be used moving forward.
- The Department's core program areas currently utilize multiple **pricing strategies**, with all core program areas using at least three different strategies.
- **Cost Recovery Goals** have been captured within the Financial Support & Sustainability Strategy 2021-2023. The Department is currently tracking cost recovery performance and should continue to do so.

1.5.7 FUNDING & REVENUE STRATEGIES

The purpose of developing funding and revenue strategies is to help the Department prepare for the plan's implementation by identifying viable funding opportunities and sharing strategies that have been used by other agencies in Oregon and throughout the United States.

It is essential to identify new and sustainable funding sources to ensure the continued growth and maintenance of the Department's parks and recreation system. The key to future growth is diversification of funding sources which will help support the development and sustainability of the initiatives recommended in this plan.

The sources in this section have been selected based on the Department's desire to pursue them further and their viability. These are meant to serve as recommendations and guidelines and do not commit the City or the staff to pursue them.

Full recommendations can be found in [Section 5.3](#)

1.5.8 BENCHMARK ANALYSIS

The Consulting team, with assistance from Oregon City staff, identified operating metrics to benchmark the Parks and Recreation Department against comparable parks and recreation agencies. The goal of this analysis is to evaluate how the Department is positioned among peer agencies. The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system's operating metrics as compared to Oregon City.

The agencies selected for the benchmark were the City of Albany Parks and Recreation, the City of Lake Oswego Parks and Recreation (CAPRA Accredited, Gold Medal Award Finalist), the City of Medford Parks and Recreation (CAPRA Accredited), and the City of Pendleton Parks and Recreation. This allowed Oregon City to compare itself to some of the top-performing agencies in Oregon.

STRENGTHS

Of the agencies compared in this benchmark, Oregon City ranks first in total square footage per resident for indoor recreation space. Oregon City is also above the national median for revenue per resident, cost recovery, and total spending per resident in operating expenses.

- Indoor Square Footage - Oregon City has 1.47 total square feet per resident and is the only benchmarked agency with an indoor aquatic space.
- Revenue - Oregon City generates \$52.22 in revenue per resident, which is above the NRPA Median of \$22.99 for agencies with populations between 20,000 and 49,999.
- Operating Expenses - Oregon City spends \$115.58 per resident on operating expenses, which is also above the NRPA Median of \$110.32.

OPPORTUNITIES

This benchmark study uncovered some limitations and opportunities for Oregon City.

- Oregon City ranks last in marketing and program budget.
- Marketing- The Statistically Valid Survey results showed that 38% of Oregon City residents responded, "I don't know what's offered," as a barrier to program participation. Oregon City currently allocates less than 1% of its overall operational budget to marketing. The recommended percentage is at least 3% of the total operating budget.



- Program Budget - Oregon City has a program budget of just \$2.12 per resident on programs and is the lowest ranked of the benchmarked agencies. The fourth-ranked agency spent \$14.34 per resident.

Overall, the benchmark analysis reveals that Oregon City has great potential for enhancing its offerings to meet the needs and desires of the community. There are opportunities to increase funding for marketing and overall dollars spent on programs for the community. The Master Plan's recommendations will use this data and help establish strategic goals to pursue along with key performance indicators (KPIs) that will be tracked and measured over time as the Department continues to pursue excellence in all aspects of its operations.

1.6 CONCLUSION

In closing, the Oregon City Parks Master Plan serves not merely as an elaborate guide for park development, but as a beacon that illuminates the way forward with its core values: Collaboration, Engagement, Respect, Transparency, and Servant Leadership. These guiding principles shape an organizational culture that deeply respects the diverse voices of Oregon City's residents.

The master plan has been crafted through a highly collaborative process, incorporating meaningful feedback from community members, local organizations, and experts in the field. This wide-ranging dialogue fosters a shared sense of ownership and collective accountability, thereby embodying the essence of being Collaborative and Engaged.

With a focus on Respect, the plan champions equitable access to park facilities and recreational activities for all. It acknowledges the role of parks in advancing social unity, mental and physical health, as well as a sense of belonging among the community. Aimed at accommodating individuals across all ages, abilities, and backgrounds, the plan is devoted to inclusivity, thereby reinforcing social cohesion and connectedness.

Transparency is more than a buzzword in this master plan; it is a cornerstone. From the planning stage to decision-making to implementation, all aspects are communicated openly, including via the project website www.orcityparksandplay.org. This open communication not only builds trust but also stimulates continuous public engagement, empowering residents to be active participants in the park system's ongoing evolution.

Embodying the value of Servant Leadership, the master plan sets an exemplary standard for park management. It is a vision that is not only aspirational but also practical, as it accounts for adequate funding and resources needed for successful implementation. By staying true to these values, the plan positions Oregon City to fulfill its mission: to serve as an inclusive, sustainable, and impactful agency, committed to enriching the lives of its community.

Through adherence to these core values, the Oregon City Parks Master Plan offers more than just a strategic path; it serves as a testament to the values and aspirations that make our community strong and resilient.

CHAPTER TWO – COMMUNITY PROFILE

2.1 DEMOGRAPHIC AND RECREATION TRENDS ANALYSIS

2.1.1 INTRODUCTION

A key component of the Plan is a Demographic & Recreation Trends Analysis. The purpose of this analysis is to provide the Department with insight into the general makeup of the population they serve and identify market trends in recreation. It also helps quantify the market in and around the City and assists in providing a better understanding of the types of parks, facilities, and programs/services that are most appropriate to satisfy the needs of the residents.

This analysis is two-fold - it aims to answer the *who* and the *what*. First, it assesses the demographic characteristics and population projections of City residents to understand *who* the Department serves. Secondly, recreational trends are examined on a national and local level to understand *what* the population served wants to do. Findings from this analysis establish a fundamental understanding that provides a basis for prioritizing the community's need for parks, trails, facilities, and recreation programs.

2.1.2 DEMOGRAPHIC ANALYSIS

The Demographic Analysis describes the population within the City. This assessment is reflective of the City's total population and its key characteristics such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns, and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

The infographic below provides an overview of the City's populace based on current estimates of the 2022 population. Further analysis of each of these demographic characteristics (population, age segments, race, ethnicity, and income) can be found in starting in section [2.1.5](#).



2.1.3 DEMOGRAPHIC OVERVIEW

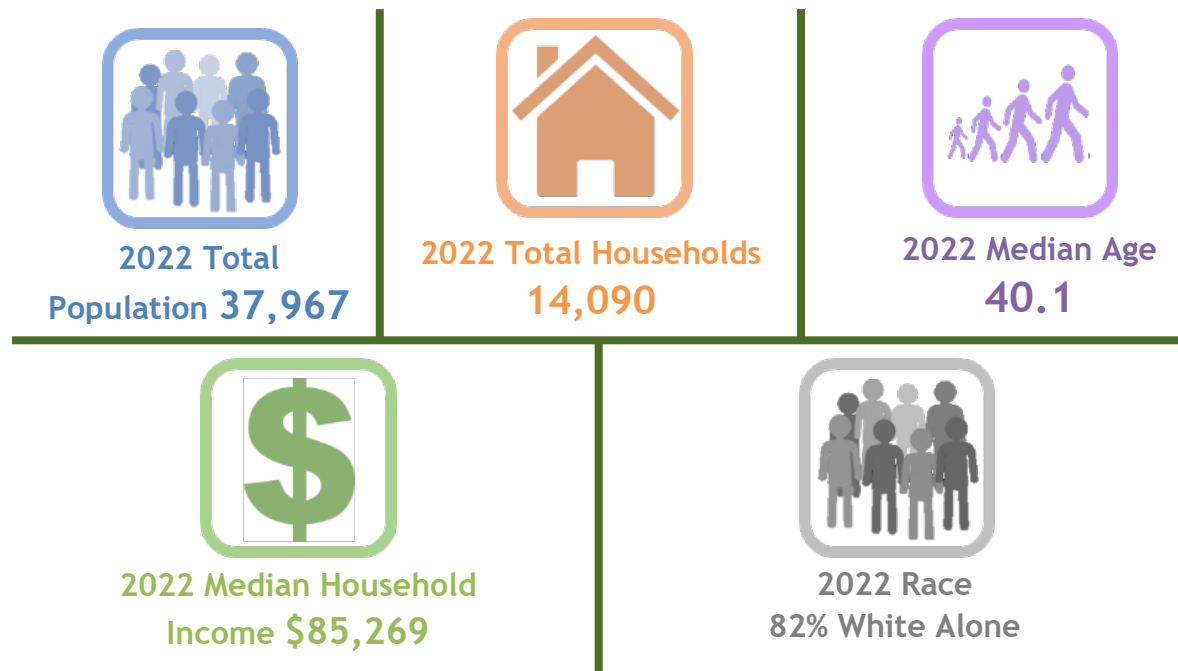


Figure 8: Demographics Infographic

2.1.4 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in July 2022 and reflects actual numbers as reported in the 2020 Census. ESRI then estimates the current population (2022) as well as a 5-year projection (2027). The Consulting team then utilized straight-line linear regression to forecast demographic characteristics for 10 and 15-year projections (2032 and 2037).



DEMOGRAPHIC ANALYSIS BOUNDARY

The City boundaries shown below were utilized for the demographic analysis (*see Figure 9*).

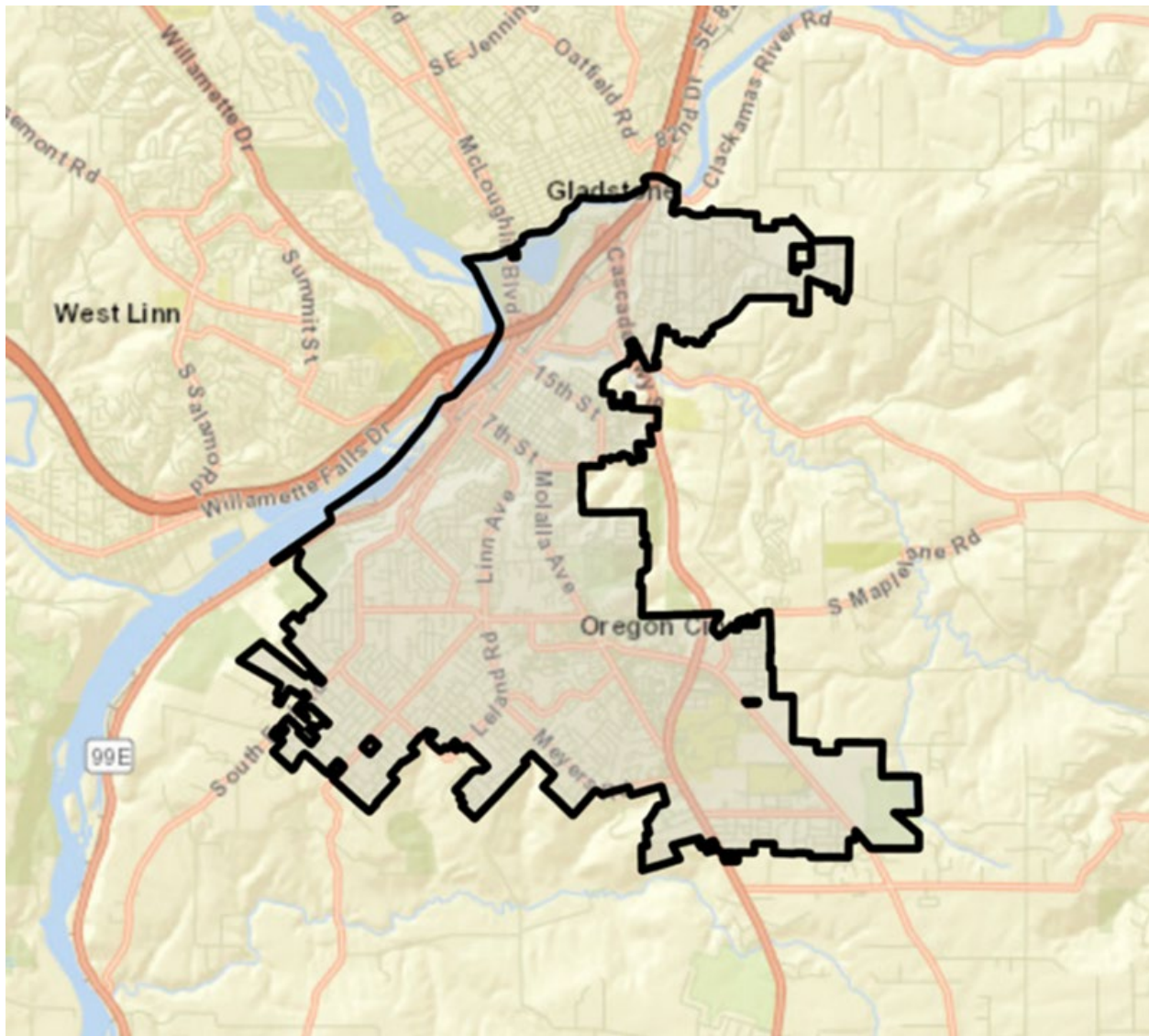


Figure 9: Boundary of Oregon City, Oregon



2.1.5 CITY POPULACE

POPULATION

The City's population grew steadily between 2010 and 2020 Census, with an average annual growth rate of 1.30%. This is significantly above the national annual growth rate of 0.71% over this time span. This growth rate is projected to grow steadily in the upcoming years, however at a slower rate. Similar to population, the total number of households also experienced a substantial increase of 1.15% between the 2010 and 2020 Census (national average of household annual growth was 0.80%). Currently, the population is estimated at 37,967 individuals living within 14,090 households. By 2037, the City's population is projected to be 42,488 residents living within 15,591 households which would indicate a need for higher level of service requirements. See **Figures 10 & 11** below.

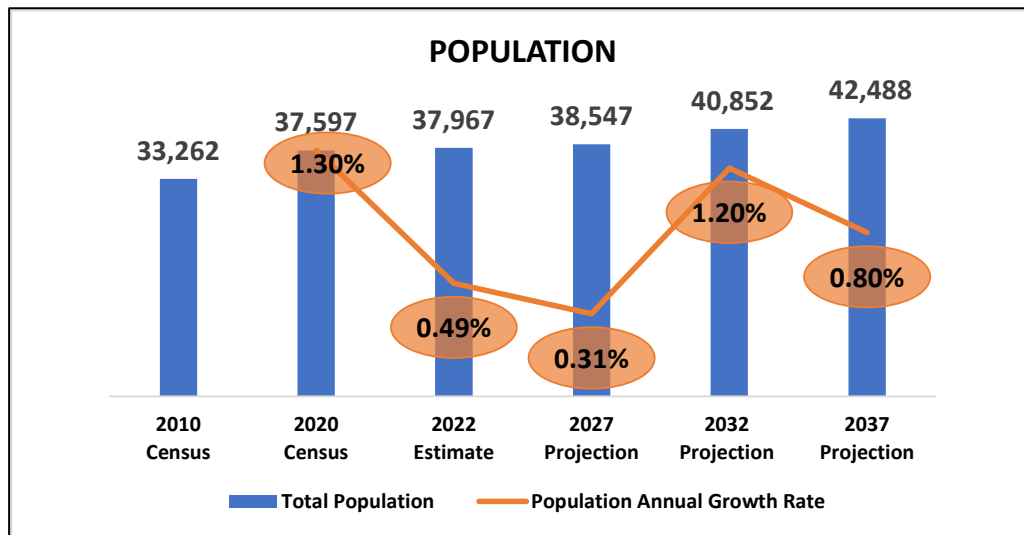


Figure 10: Average Annual Growth Rate and Population Projections for Oregon City

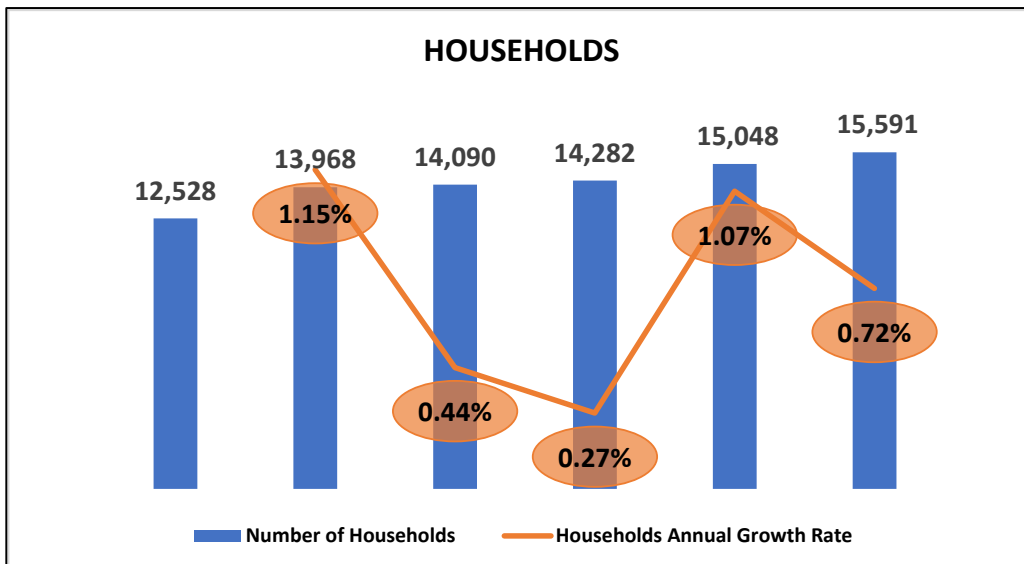


Figure 11: Average Annual Growth Rate and Household Projections for Oregon City

AGE SEGMENT

Evaluating the City’s age segmentation, the population exhibits a minor aging trend, with approximately 31% of all residents being 55+ years old. The City’s current median age is estimated at 40.1 years old which is older than U.S. median age (38.8 years old). Assessing the population, the City is projected to continue a gradual aging trend. Within the next 5 years, the 55+ population is expected to be around 35% percent of the City’s total population (see Figure 13). This is expected to be a result of increased life expectancies and many middle-aged adult residents “aging in place” while their children move elsewhere.

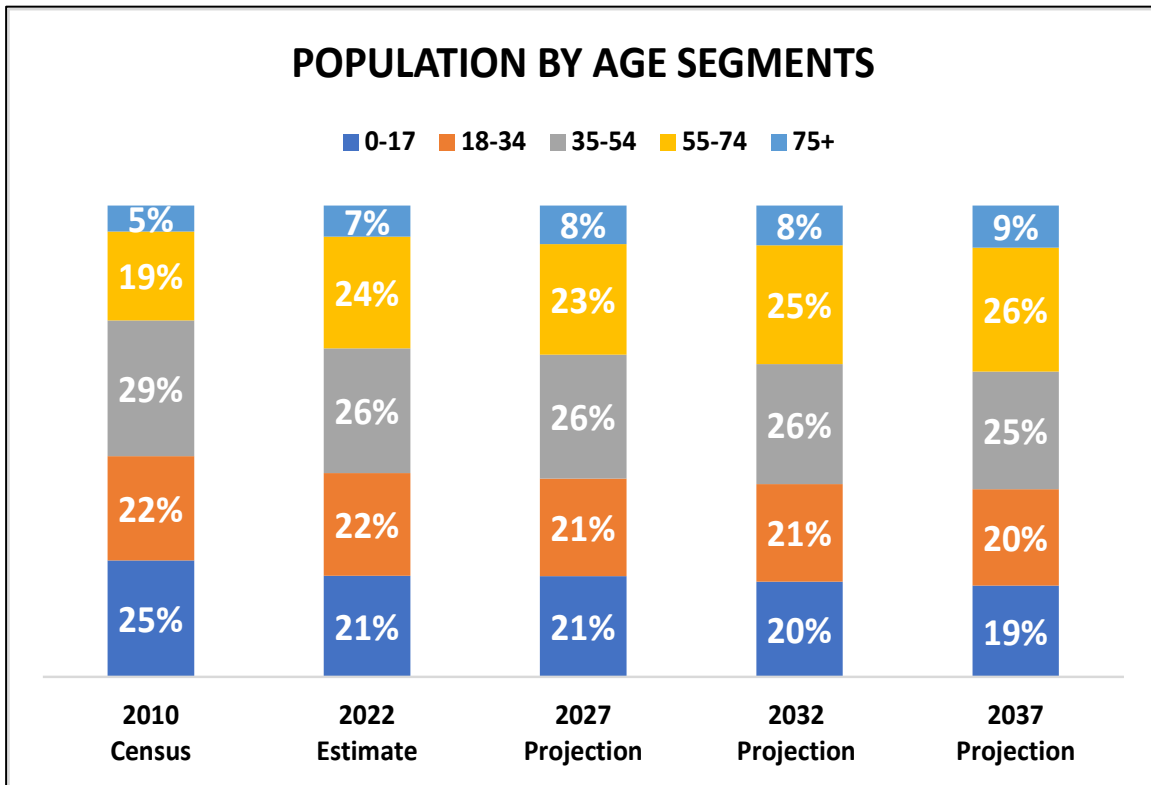


Figure 12: Population by Age Segments

Due to the continued growth of the older age segments, it is useful to further segment the “Senior” population beyond the traditional 55+ designation. Within the field of parks and recreation, there are two commonly used ways to partition this age segment. One is to simply segment by age: 55-64, 65-74, and 75+. However, as these age segments are engaged in programming, the variability of health and wellness can be a more relevant factor.

For example, a 55-year-old who is struggling with rheumatoid arthritis may be limited to leisure recreation while a healthy 65-year-old may still be running 5K’s on an annual basis. Therefore, it may be more useful to divide this age segment into “Active,” “Low-Impact,” and/or “Social” Seniors.



RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined below. The Census 2020 data on race are not directly comparable with data from the 2010 Census and earlier censuses; therefore, caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2020) definitions and nomenclature are used within this analysis.

- **American Indian** - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- **Asian** - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- **Black or African American** - This includes a person having origins in any of the black racial groups of Africa
- **Native Hawaiian or Other Pacific Islander** - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- **White** - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- **Hispanic or Latino** - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

Census states that the race and ethnicity categories generally reflect social definitions in the U.S. and are not an attempt to define race and ethnicity biologically, anthropologically, or genetically. We recognize that the race and ethnicity categories include racial, ethnic, and national origins and sociocultural groups.”

Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black, or African American, Asian, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these. While Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed as separate from race throughout this demographic analysis.

RACE

Analyzing race, the City’s current population is predominantly White Alone. The 2022 estimate shows that 82% of the population falls into the White Alone category, with two or more races (10%) representing the largest minority. The 2022 estimate also portrays a below-average representation for other race groups, with Pacific Islanders making up the smallest segment which is less than one percent of the population. Predictions for 2037 expect the population to become slightly more diverse, with a decrease in the White Alone population, accompanied by minor increases in all other race categories. (Figure 13).

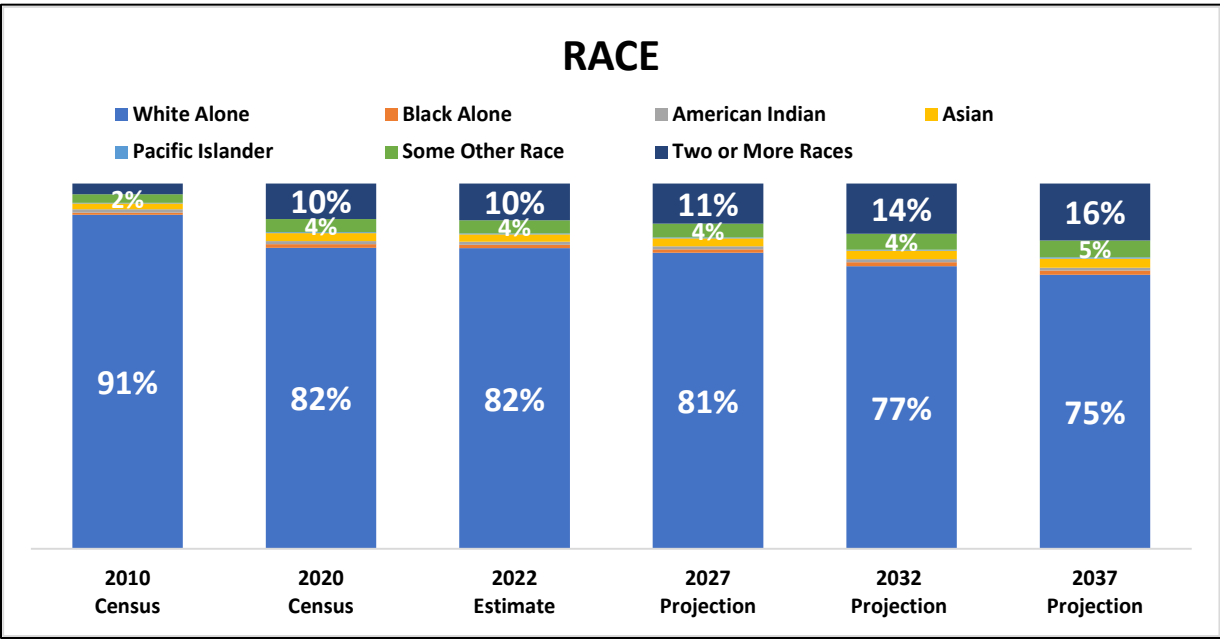


Figure 13: Population by Race

The City’s population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition, is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any racial categories identified above.

Based on the current 2022 estimate, people of Hispanic/ Latino origin represent approximately 9% of the City’s population, which is substantially below the national average (18.9% Hispanic/Latino). However, the Hispanic/ Latino population has increased since the 2010 census and is expected to reach 11% of the City’s total population by 2037. (see Figure 14).

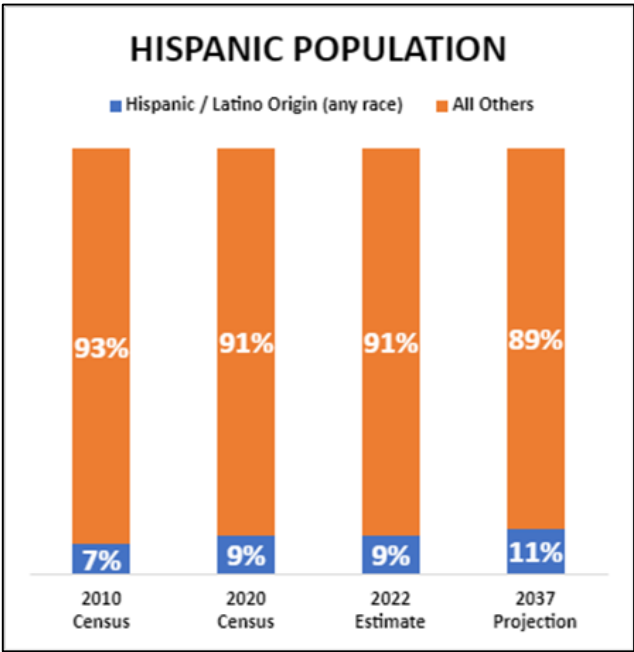


Figure 14: Population by Ethnicity



HOUSEHOLD INCOME

As seen below, the City's per capita income (\$40,049) and median household income (\$85,269) are both higher than the state (\$35,393 & \$65,667) and national averages (\$35,384 & \$64,994). The per capita income is what is earned by an individual and the median household income is based on the total income of everyone over the age of sixteen living in the same household. These above average income characteristics indicate a higher expectation of quality and overall experience from the community that the Department serves.

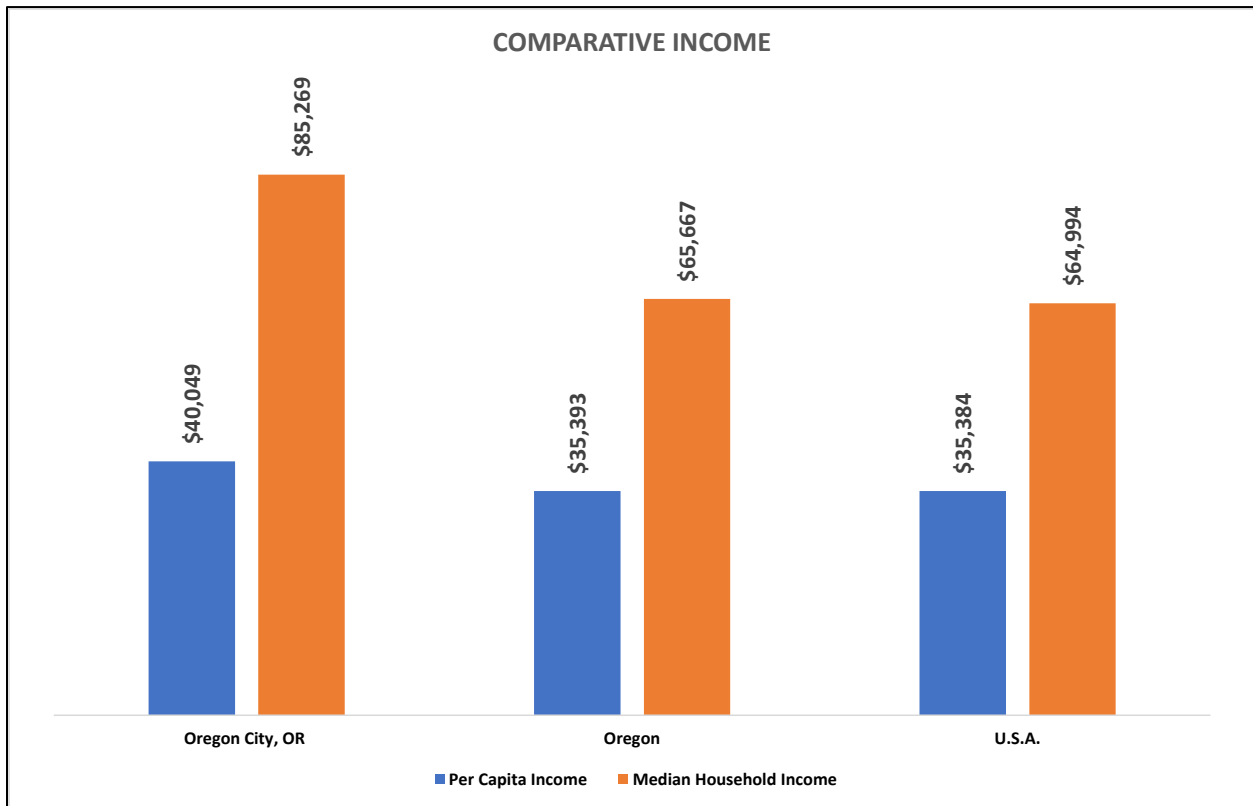


Figure 15: Comparative Income for Oregon City

2.1.6 RECREATIONAL TRENDS ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well as recreational interest by age segments. Trends data used for this analysis was obtained from Sports & Fitness Industry Association's (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trend data is based on current and/or historical participation rates, statistically valid survey results, or NRPA Park Metrics.

2.1.7 NATIONAL TRENDS IN RECREATION

METHODOLOGY

The Sports & Fitness Industry Association's (SFIA) *Sports, Fitness & Leisure Activities Topline Participation Report 2022* was utilized in evaluating the following trends:

- National Recreation Participatory Trends
- Core vs. Casual Participation Trends



The study is based on findings from surveys carried out in 2021 by the Physical Activity Council (PAC), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of five percent has a confidence interval of plus or minus 0.32 percentage points at a 95 percent confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 304,745,039 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 118 different sports/activities and subdivided them into various categories including sports, fitness, outdoor activities, aquatics, etc.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation. Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than 50 times per year, while for sports, the threshold for core participation is typically 13-times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience less pattern shifts in participation rates than those with larger groups of casual participants.



2.1.8 IMPACT OF COVID-19

Approximately 232.6 million people ages 6 and over reported being active in 2021, which is a 1.3% increase from 2020 and the greatest number of active Americans in the last 5 years (see Figure 17). There were more things to do as outdoor activities thrived, fitness at home became more popular, and team sports started back up after the COVID-19 hiatus.

Americans continued to practice yoga, attend Pilates training, and workout with kettlebells. They were drawn to the ease of pickleball and the competitiveness of tennis. Many started indoor climbing, while others took to the hiking trail. The waterways traffic had an increase of stand-up paddlers, kayaks, and jet skis. Gymnastics, swimming on a team, court volleyball, and fast-pitch softball benefited from the participation boom created from the Olympics.

Water sports had the largest gain in participation rates. Activities such as kayaking, stand-up paddling, and boardsailing/windsurfing all contributed to the 2% increase. Outdoor sports continued to grow with 53.9% of the U.S. population participating. This rate remains higher than pre-pandemic levels, having a 6.2% gain over 50.7% participation rate in 2019. The largest contributor to this gain was trail running having increased 5.6% in one year and 13.9% from 2019.

Generationally, fitness sports continue to be the go-to means of exercise for Boomers, Gen X, and Millennials. Over half of the Gen X, Millennials, and Gen Z generation participated in one type of outdoor activity. Team sports were heavily dominated by generation Gen Z.

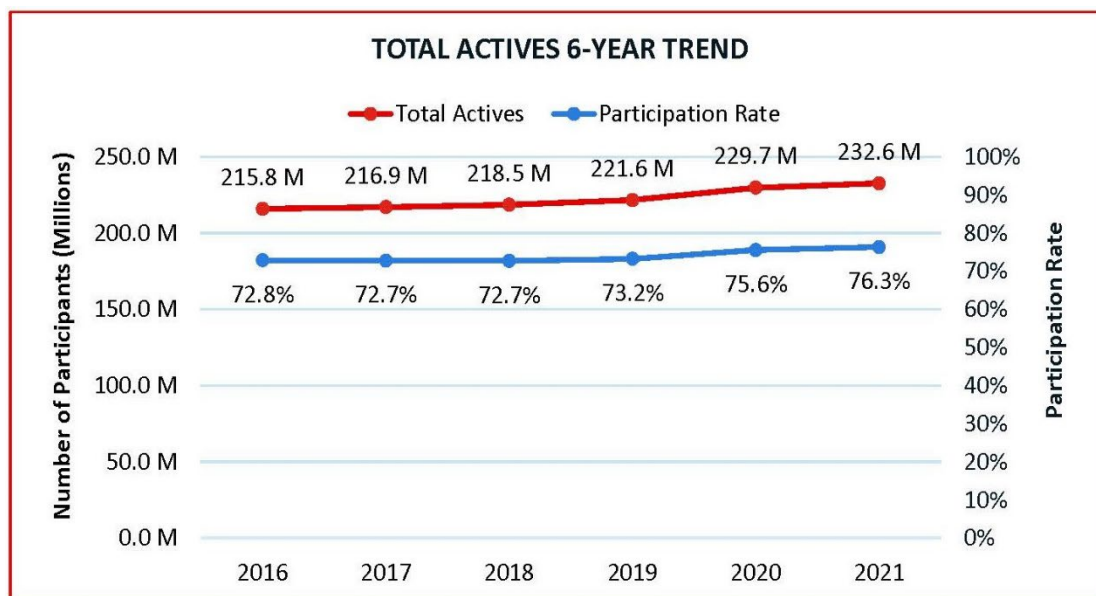


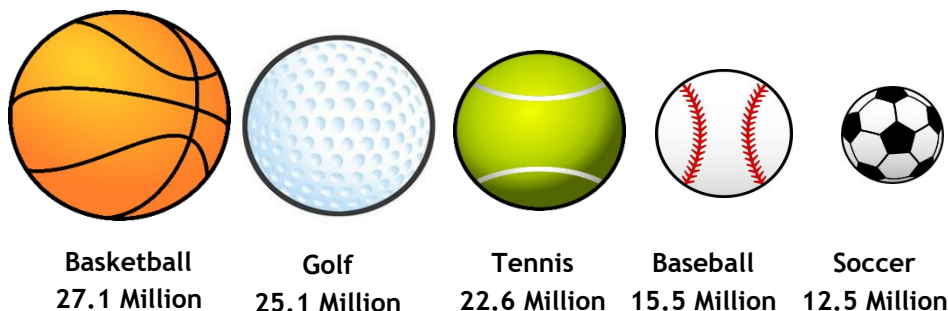
Figure 16: Total Active Americans by year

2.1.9 NATIONAL TRENDS IN RECREATION

PARTICIPATION LEVELS

The top sports most heavily participated in the United States were Basketball (27.1 million), Golf (25.1 million), and Tennis (22.6 million) which have participation figures greater than the other activities within the general sports category. Baseball (15.5 million), and Outdoor Soccer (12.5 million) round out the top five.

The popularity of Basketball, Golf, and Tennis can be attributed to the ability to compete with a relatively small number of participants; this coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball's overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at many American dwellings as a driveway pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target-type game venues or Golf Entertainment Venues have increased drastically (72.3%) as a 5-year trend, using Golf Entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.



FIVE-YEAR TREND

Since 2016, Pickleball (71.2%), Golf- Entertainment Venues (51.3%), and Tennis (25.1%) have shown the largest increase in participation. Similarly, Boxing for Fitness (21.4%) and Competition (20.7%) have also experienced significant growth. Based on the five-year trend from 2016-2021, the sports that are most rapidly declining in participation include Ultimate Frisbee (-40.4%), Roller Hockey (-26.1%), Volleyball (Sand/Beach) (-23.8%), Squash (-23.5%), Slow Pitch Softball (-21.9%), and Gymnastics (-20.7%).

ONE-YEAR TREND

The most recent year shares some similarities with the five-year trends, with Pickleball (14.8%) and Boxing for Competition (7.3%) experiencing some of the greatest increases in participation this past year. The greatest one-year increases also include Fast Pitch Softball (15.3%), Gymnastics (10.9%), and Court Volleyball (8.1%). Basketball (-2.2%), Flag Football (-1.6%), Indoor Soccer (-0.6%), and Baseball (-0.5%) have shown a five-year trend increase, but a one-year trend decrease. This is likely a direct result of the growth coming out of the COVID-19 pandemic when all participation rates were minimal or non-existent. Similarly, other team sports such as Ultimate Frisbee (-5.8%), Slow Pitch Softball (-5.4%), Roller Hockey (-5%), Racquetball (-4.8%) and Beach/Sand Volleyball (-3.1%), also had significant decreases in participation over the last year.



CORE VS. CASUAL TRENDS IN GENERAL SPORTS

Highly participated in sports, such as Basketball, Baseball, and Slow Pitch Softball generally have a larger core participant base (participate 13+ times per year) than casual participant base (participate 1-12 times per year). Due to the COVID-19 Pandemic, most activities showed a decrease in their percentage of core participants. However, there were significant increases in the percentage of casual participation for Court Volleyball, Pickleball, Fast Pitch Softball, Gymnastics and Lacrosse in the past year. *Please see Appendix A for full Core vs. Casual Participation breakdown.*

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Basketball	22,343	27,753	27,135	21.4%	-2.2%
Golf (9 or 18-Hole Course)	23,815	24,804	25,111	5.4%	1.2%
Tennis	18,079	21,642	22,617	25.1%	4.5%
Baseball	14,760	15,731	15,587	5.6%	-0.9%
Soccer (Outdoor)	11,932	12,444	12,556	5.2%	0.9%
Golf (Entertainment Venue)	8,173	12,057	12,362	51.3%	2.5%
Softball (Slow Pitch)	7,690	6,349	6,008	-21.9%	-5.4%
Football (Flag)	6,173	7,001	6,889	11.6%	-1.6%
Volleyball (Court)	6,216	5,410	5,849	-5.9%	8.1%
Badminton	7,354	5,862	6,061	-17.6%	3.4%
Soccer (Indoor)	5,117	5,440	5,408	5.7%	-0.6%
Football (Touch)	5,686	4,846	4,884	-14.1%	0.8%
Football (Tackle)	5,481	5,054	5,228	-4.6%	3.4%
Gymnastics	5,381	3,848	4,268	-20.7%	10.9%
Volleyball (Sand/Beach)	5,489	4,320	4,184	-23.8%	-3.1%
Track and Field	4,116	3,636	3,587	-12.9%	-1.3%
Cheerleading	4,029	3,308	3,465	-14.0%	4.7%
Pickleball	2,815	4,199	4,819	71.2%	14.8%
Racquetball	3,579	3,426	3,260	-8.9%	-4.8%
Ice Hockey	2,697	2,270	2,306	-14.5%	1.6%
Ultimate Frisbee	3,673	2,325	2,190	-40.4%	-5.8%
Softball (Fast Pitch)	2,467	1,811	2,088	-15.4%	15.3%
Lacrosse	2,090	1,884	1,892	-9.5%	0.4%
Wrestling	1,922	1,931	1,937	0.8%	0.3%
Roller Hockey	1,929	1,500	1,425	-26.1%	-5.0%
Boxing for Competition	1,210	1,361	1,460	20.7%	7.3%
Rugby	1,550	1,242	1,238	-20.1%	-0.3%
Squash	1,549	1,163	1,185	-23.5%	1.9%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 17: General Sports Participation Trends

2.1.10 NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced strong growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2021 also were those that could be done at home or in a virtual class environment. The activities with the most participation was Fitness Walking (115.8 million), Treadmill (53.6 million), Free Weights (52.6 million), Running/Jogging (48.9 million), and Yoga (34.3 million).

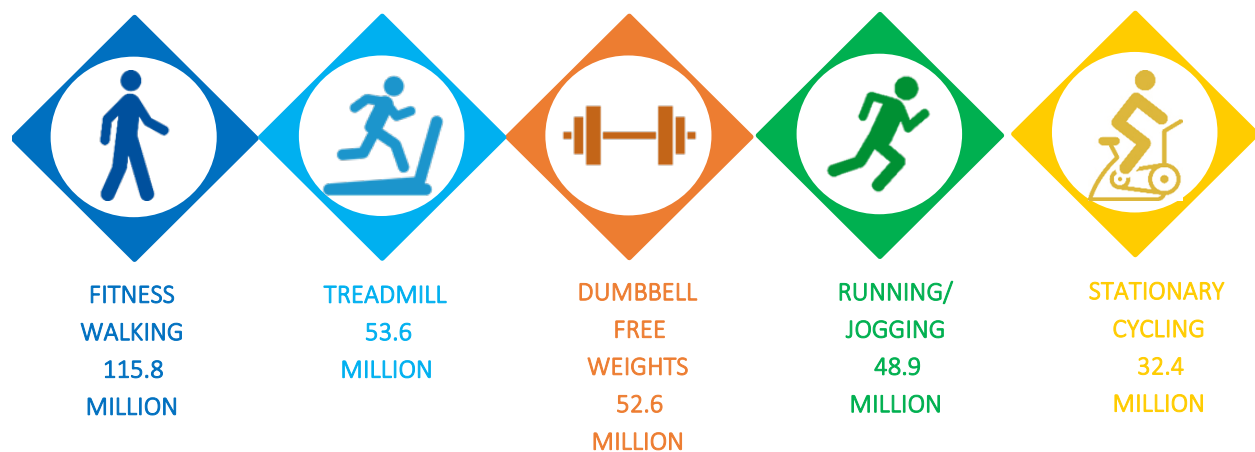


Figure 18: National Fitness Participation

FIVE-YEAR TREND

Over the last five years (2016-2021), the activities growing at the highest rate are Trail Running (45.9%), Yoga (30.8%), Dance, Step & Choreographed Exercise (13.3%), and Pilates Training (9.6%). Over the same time frame, the activities that have undergone the biggest decline include Group Stationary Cycling (33.5%), Traditional Triathlon (26.4%), Cardio Kickboxing (-26.1%), Cross-Training Style Workout (-24.4%) and Non-Traditional Triathlons (-23.5%).

ONE-YEAR TREND

In the last year, activities with the largest gains in participation were those that can be done alone at home or socially distanced outdoors. The top increases were in Treadmill (7.6%), Cross-Training Style Workouts (6.4%) Trail Running (5.6%), Yoga (4.7%), and Stair Climbing (4.7%). In the same span, the activities that had the largest decline in participation were those that would generally take more time and investment. The greatest drops were seen in Traditional Triathlon (-5.3%), Aerobics (-5.1%), Non-Traditional Triathlons (-4.3%), and Cardio Kickboxing (-3.7%). These trends may or may not continue the same way as more events (e.g., Triathlons) and indoor activities (Aerobics and Cardio Kickboxing) restart offerings as the pandemic numbers reduce in 2022.



CORE VS. CASUAL TRENDS IN GENERAL FITNESS

The most participated in fitness activities all had increases in their casual user base (participating 1-49 times per year) over the last year. These fitness activities include Fitness Walking, Free Weights, Running/Jogging, Treadmills, Yoga, and Recumbent/Upright Stationary Cycling. Please see [Appendix A](#) for full Core vs. Casual Participation breakdown.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Fitness Walking	107,895	114,044	115,814	7.3%	1.6%
Treadmill	51,872	49,832	53,627	3.4%	7.6%
Free Weights (Dumbbells/Hand Weights)	51,513	53,256	52,636	2.2%	-1.2%
Running/Jogging	47,384	50,652	48,977	3.4%	-3.3%
Stationary Cycling (Recumbent/Upright)	36,118	31,287	32,453	-10.1%	3.7%
Weight/Resistant Machines	35,768	30,651	30,577	-14.5%	-0.2%
Elliptical Motion Trainer	32,218	27,920	27,618	-14.3%	-1.1%
Yoga	26,268	32,808	34,347	30.8%	4.7%
Free Weights (Barbells)	26,473	28,790	28,243	6.7%	-1.9%
Dance, Step, & Choreographed Exercise	21,839	25,160	24,752	13.3%	-1.6%
Bodyweight Exercise	25,110	22,845	22,629	-9.9%	-0.9%
Aerobics (High Impact/Intensity Training HHI)	10,575	10,954	10,400	-1.7%	-5.1%
Stair Climbing Machine	15,079	11,261	11,786	-21.8%	4.7%
Cross-Training Style Workout	12,914	9,179	9,764	-24.4%	6.4%
Trail Running	8,582	11,854	12,520	45.9%	5.6%
Stationary Cycling (Group)	8,937	6,054	5,939	-33.5%	-1.9%
Pilates Training	8,893	9,905	9,745	9.6%	-1.6%
Cardio Kickboxing	6,899	5,295	5,099	-26.1%	-3.7%
Boot Camp Style Cross-Training	6,583	4,969	5,169	-21.5%	4.0%
Martial Arts	5,745	6,064	6,186	7.7%	2.0%
Boxing for Fitness	5,175	5,230	5,237	1.2%	0.1%
Tai Chi	3,706	3,300	3,393	-8.4%	2.8%
Barre	3,329	3,579	3,659	9.9%	2.2%
Triathlon (Traditional/Road)	2,374	1,846	1,748	-26.4%	-5.3%
Triathlon (Non-Traditional/Off Road)	1,705	1,363	1,304	-23.5%	-4.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 19: National General Fitness Trends

2.1.11 NATIONAL TRENDS IN OUTDOOR RECREATION

PARTICIPATION LEVELS

Results from the SFIA report demonstrate strong growth in participation regarding outdoor/adventure recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with proper social distancing in a group, and are not as limited by time constraints. In 2020, the most popular activities, in terms of total participants, from the outdoor/adventure recreation category include: Day Hiking (57.8 million), Road Bicycling (44.5 million), Freshwater Fishing (42.6 million), Camping within ¼ mile of Vehicle/Home (36.1 million), and Recreational Vehicle Camping (17.8 million).

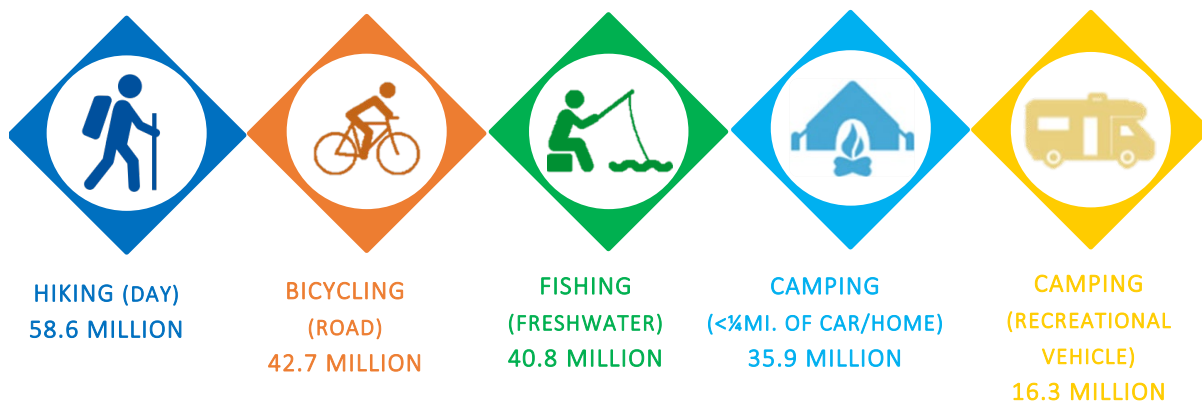


Figure 20: National Outdoor Recreation Participation

FIVE-YEAR TREND

From 2016-2021, Day Hiking (55.3%), BMX Bicycling (44.2%), Skateboarding (37.8%), Camping within ¼ mile of Vehicle/Home (30.1%), and Fly Fishing (27.3%) have undergone the largest increases in participation. The five-year trend also shows activities such as Adventure Racing (-31.4%), In-Line Roller Skating (-18.8%), Archery (-13.5%), and Traditional Climbing (-4.5%) to be the only activities with decreases in participation.

ONE-YEAR TREND

The one-year trend shows almost all activities growing in participation from the previous year. The most rapid growth being in Skateboarding (34.2%), Camping within ¼ mile of Vehicle/Home (28.0%), Birdwatching (18.8%), and Day Hiking (16.3%). Over the last year, the only activities that underwent decreases in participation were Adventure Racing (-8.3%) and Archery (-2.7%).

CORE VS. CASUAL TRENDS IN OUTDOOR RECREATION

Most outdoor activities have experienced participation growth in the last five- years. Although this is a positive trend, it should be noted that all outdoor activities participation, besides adventure racing, consist primarily of casual users. Please see [Appendix A](#) for the full Core vs. Casual Participation breakdown.



National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Hiking (Day)	42,128	57,808	58,697	39.3%	1.5%
Bicycling (Road)	38,365	44,471	42,775	11.5%	-3.8%
Fishing (Freshwater)	38,121	42,556	40,853	7.2%	-4.0%
Camping (< 1/4 Mile of Vehicle/Home)	26,467	36,082	35,985	36.0%	-0.3%
Camping (Recreational Vehicle)	15,855	17,825	16,371	3.3%	-8.2%
Fishing (Saltwater)	12,266	14,527	13,790	12.4%	-5.1%
Birdwatching (>1/4 mile of Vehicle/Home)	11,589	15,228	14,815	27.8%	-2.7%
Backpacking Overnight	10,151	10,746	10,306	1.5%	-4.1%
Bicycling (Mountain)	8,615	8,998	8,693	0.9%	-3.4%
Archery	7,903	7,249	7,342	-7.1%	1.3%
Fishing (Fly)	6,456	7,753	7,458	15.5%	-3.8%
Skateboarding	6,442	8,872	8,747	35.8%	-1.4%
Climbing (Indoor)	-	5,535	5,684	N/A	2.7%
Roller Skating, In-Line	5,381	4,892	4,940	-8.2%	1.0%
Bicycling (BMX)	3,104	3,880	3,861	24.4%	-0.5%
Climbing (Traditional/Ice/Mountaineering)	2,790	2,456	2,374	-14.9%	-3.3%
Climbing (Sport/Boulder)	-	2,290	2,301	N/A	0.5%
Adventure Racing	2,999	1,966	1,826	-39.1%	-7.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 21: National Outdoor/Adventure Recreation Trends

2.1.12 NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is deemed as a lifetime activity, which is most likely why it continues to have such strong participation. In 2021, Fitness Swimming remained the overall leader in participation (25.6 million) amongst aquatic activities, even though most, if not all, aquatic facilities were forced to close at some point due to the COVID-19 pandemic.

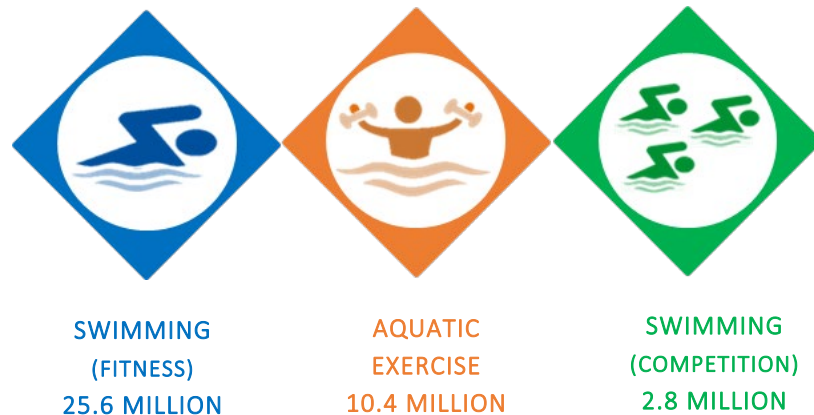


Figure 22: National Aquatics Participation

FIVE-YEAR TREND

Assessing the five-year trend, no activity has experienced an increase from 2016-2021, most likely due to the lack of facility access during Covid-19. While Fitness Swimming and Aquatic Exercise underwent a slight decline, dropping -3.7% and -1.7% respectively, Competitive Swimming suffered a -16.2% decline in participation.

ONE-YEAR TREND

The impact of the COVID-19 pandemic is seen here as most aquatic facilities were forced to shut down for some part of the year. This caused decreases to Aquatic Exercise (-5.1%) having the largest decline, followed by Fitness Swimming (-0.2%). Participation in Competitive swimming increased by 8%.

CORE VS. CASUAL TRENDS IN AQUATICS

Only Aquatic Exercise has undergone an increase in casual participation (1-49 times per year) over the last five years, however, they have all seen a drop in core participation (50+ times per year) in the same time frame. This happened before the COVID-19 pandemic, and the large decreases in all participation over the last year have furthered this trend. Please see [Appendix A](#) for full Core vs. Casual Participation breakdown.



National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Swimming (Fitness)	26,601	25,666	25,620	-3.7%	-0.2%
Aquatic Exercise	10,575	10,954	10,400	-1.7%	-5.1%
Swimming (Competition)	3,369	2,615	2,824	-16.2%	8.0%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 23: National Participatory Trends - Aquatics

2.1.13 NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

PARTICIPATION LEVEL

The most popular water sports / activities based on total participants in 2021 were Recreational Kayaking (13.3 million), Canoeing (9.2 million), and Snorkeling (7.3 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can greatly influence water activity participation.



FIVE-YEAR TREND

Over the last five years, Recreational Kayaking (33.3%), Surfing (24%), and Stand-Up Paddling (16.1%) were the fastest growing water activities. White Water Kayaking (1.4%) was the only other activity with an increase in participation. From 2016-2021, activities declining in participation most rapidly were Boardsailing/Windsurfing (-25.3%), Scuba Diving (-20.4%), Water Skiing (-17.4%), Sea Kayaking (-17.2%) Snorkeling (-16.1%), and Sailing (-15.4%).

ONE-YEAR TREND

Recreational Kayaking (2.7%) and Stand-Up Paddling (1.7%) were the activities that grew over the last 5 years and in the last one year. Activities which experienced the largest decreases in participation in the most recent year include Surfing (-8.9%), Snorkeling (-5.3%), Scuba Diving (-4.3%), and Canoeing (-4.1%).

CORE VS. CASUAL TRENDS IN WATER SPORTS/ACTIVITIES

As mentioned previously, regional, seasonal, and environmental limiting factors may influence the participation rate of water sport and activities. These factors may also explain why all water-based activities have drastically more casual participants than core participants, since frequencies of activities may be constrained by external factors. These high casual user numbers are likely why most water sports/activities have experienced decreases in participation in recent years. Please see [Appendix A](#) for the full Core vs. Casual Participation breakdown.

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2016	2020	2021	5-Year Trend	1-Year Trend
Kayaking (Recreational)	10,017	13,002	13,351	33.3%	2.7%
Canoeing	10,046	9,595	9,199	-8.4%	-4.1%
Snorkeling	8,717	7,729	7,316	-16.1%	-5.3%
Jet Skiing	5,783	4,900	5,062	-12.5%	3.3%
Sailing	4,095	3,486	3,463	-15.4%	-0.7%
Stand-Up Paddling	3,220	3,675	3,739	16.1%	1.7%
Rafting	3,428	3,474	3,383	-1.3%	-2.6%
Water Skiing	3,700	3,050	3,058	-17.4%	0.3%
Surfing	2,793	3,800	3,463	24.0%	-8.9%
Wakeboarding	2,912	2,754	2,674	-8.2%	-2.9%
Scuba Diving	3,111	2,588	2,476	-20.4%	-4.3%
Kayaking (Sea/Touring)	3,124	2,508	2,587	-17.2%	3.1%
Kayaking (White Water)	2,552	2,605	2,587	1.4%	-0.7%
Boardsailing/Windsurfing	1,737	1,268	1,297	-25.3%	2.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 24: National Water Sports/Activities Trends

2.1.14 LOCAL SPORT AND LEISURE MARKET POTENTIAL

OREGON CITY MARKET POTENTIAL INDEX (MPI)

The following charts show sport and leisure market potential data for Oregon City residents, as provided by ESRI. The Market Potential Index (MPI) measures the probable demand for a product or service within the defined service areas. The MPI shows the likelihood that an adult resident will participate in certain activities when compared to the U.S. average. These activities do not have to be undertaken within the Oregon City boundaries alone.

The national average is 100; therefore, numbers below 100 would represent lower-than-average participation rates, and numbers above 100 would represent higher-than-average participation rates. The service area is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and commercial recreation.

It should be noted that MPI metrics are only one data point used to help determine community trends; thus, programmatic decisions should not be based solely on MPI metrics.



The following charts compare MPI scores for 46 sport and leisure activities. The activities are categorized by activity type and listed in descending order, from highest to lowest MPI score. High index numbers (100+) are significant because they demonstrate that there is a greater likelihood that residents within the service areas will actively participate in those offerings provided by the Department.

GENERAL SPORTS MARKET POTENTIAL

The General Sports category shows two activities scoring above the national average. Those two events in the general sports regarding MPI are Volleyball (111), and Golf (109). Soccer is the lowest recorded activity in the city with an MPI score of (86).

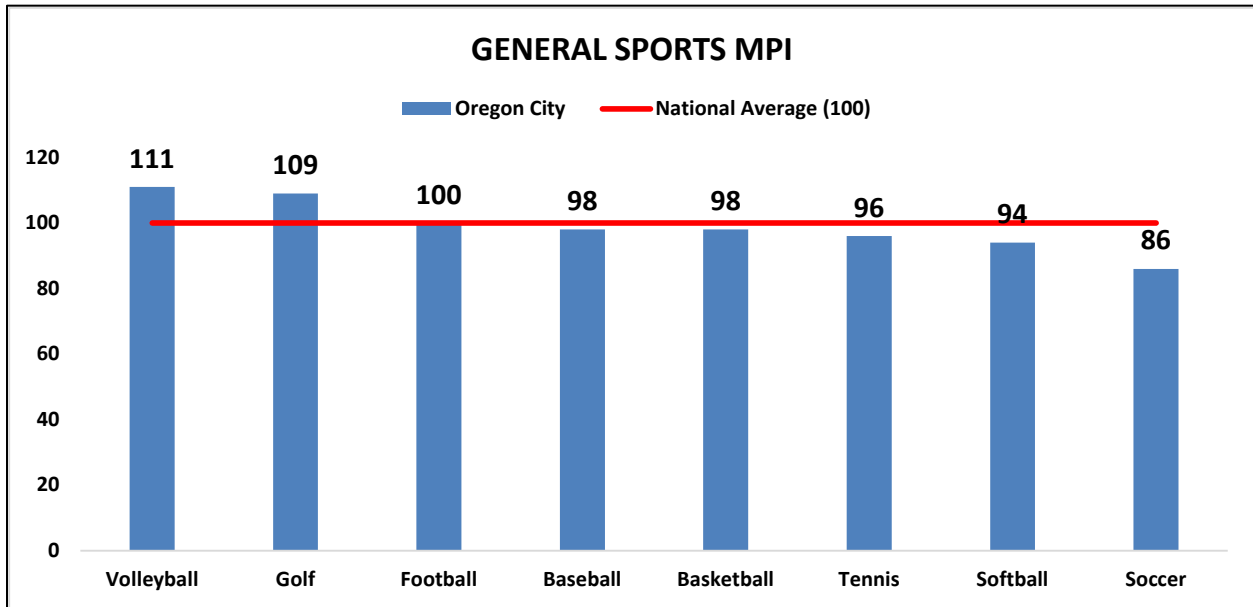


Figure 25: Local General Sports MPI

FITNESS MARKET POTENTIAL

Assessing MPI scores for the Fitness Activity category reveals that five activities are above the national average, and one is right at the national average. The five activities are Swimming (108), Weightlifting (108), Walking for Exercise (106), Yoga (103), and Jogging/Running (103). Pilates is equal to the national average of 100 on the MPI scale.

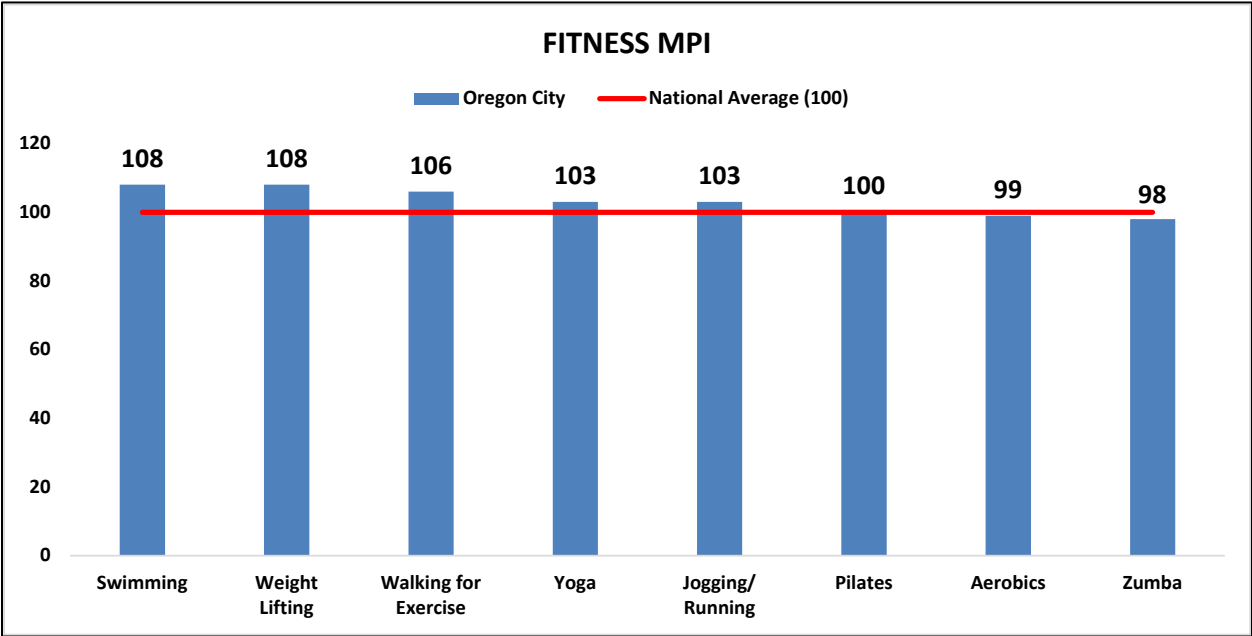


Figure 26: Local Fitness MPI



OUTDOOR ACTIVITY MARKET POTENTIAL

Overall, the Outdoor Activity MPI chart reflects that Oregon City is above the national average in almost all activities recorded. The most popular is Fresh Water Fishing (122), followed by Canoeing/Kayaking (121) and then Mountain Bicycling (108).

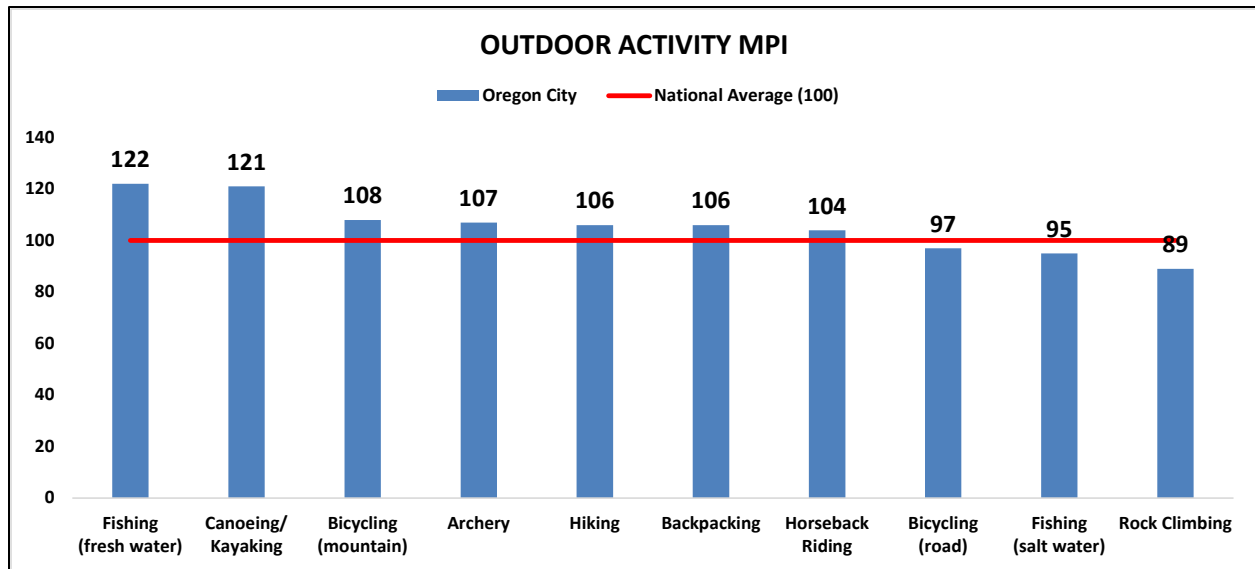


Figure 27: Local Outdoor Activity MPI

COMMERCIAL RECREATION MARKET POTENTIAL

The Commercial Recreation category reveals a community more willing to spend money on sports/recreation equipment than the national average. Spent \$250+ on sports/rec equipment (111), \$1-99 on sports/rec equipment (103), and Spent \$100-249 on sports/rec equipment (103) all had an MPI over 100. Other notable activities with above average MPI that the Department could program towards were Attended sports event (109), Did photo album/scrapbooking (107), Played video/electronic game (105 console, 101 portable), Did painting/drawing (105), and Did photography (103).

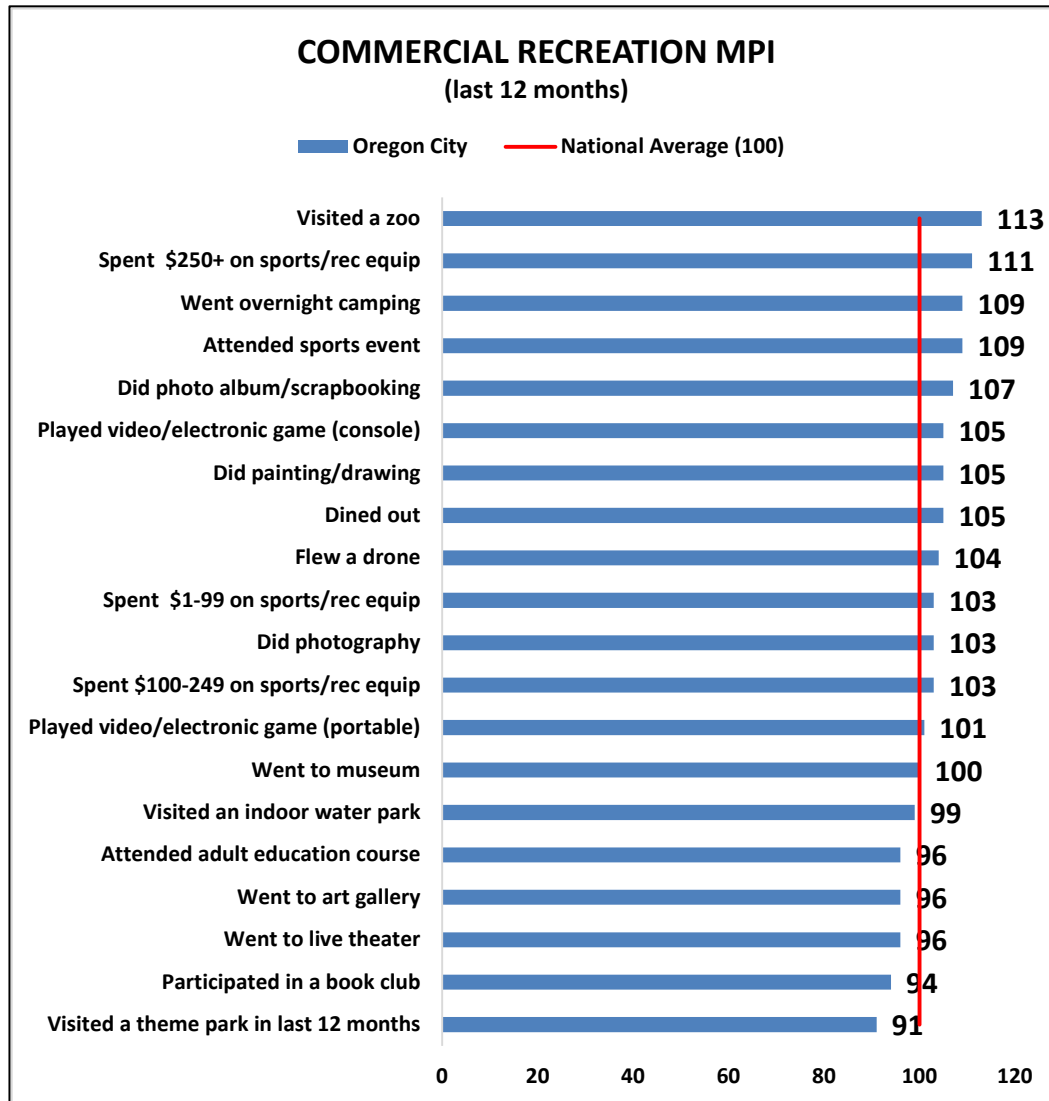


Figure 28: Local Commercial Recreation MPI



2.2 SUMMARY OF KEY FINDINGS

Based on the information presented in the Demographics and Trends Analysis, the following are the key findings that are of particular interest and/ or have significant implications for the City:

- **Population:** The City's population has grown significantly over the last 12 years and this rate of growth is projected to continue, albeit at a slower rate over the next 15 years. The Department must continue to monitor population growth to ensure that programs, facilities, and amenities keep up with community needs.
- **Age:** City residents are now older than the national median age, and there is a growing presence of older adults between the ages of 35-54. By 2037, the population will continue to age, as the oldest age segments (55-74 and 75+) are expected to grow, while all other segments are projected to decline slightly. The Department must continue to focus on multigenerational offerings and regularly reevaluate its programming mix to effectively serve this ageing, yet active population.
- **Race / Ethnicity:** The City's populace is predominately categorized as White Alone (82%), however, that percentage has dropped since 2010 (91% White Alone) and is projected to continue shrinking (75% White Alone in 2037). This drop will lead to a more diverse populace with Two or More Races (10% in 2022) being the largest minority group, and projections show that one out of every four residents will be non-white by 2037.

People of Hispanic / Latino ethnicity currently represent 9% of the total population, which is substantially below the national average (19%), and the Oregon State average (14%) This group is expected to reach almost 11% by 2037. The Department should continue to monitor program participation to ensure that offerings are adequately serving residents and are representative of the race/ethnicity distribution of City residents.

- **Income Levels:** The income characteristics of City residents are higher than the state and national levels for per capita income and median household income. These income levels coupled with above-average MPI numbers suggest a willingness of the population to spend money to attend events and/or facilities in which they see value, as well as purchase recreation equipment.
- **National Participatory Trends:** National participatory trends are promising for the Department, as many of the activities in sports and fitness aligned with core offerings are trending positively in recent years. Despite the facility closures due to the pandemic, overall, people are recreating more, and the importance of living an active, healthy lifestyle is on the rise. The Department must continue to provide active recreation opportunities and seek out new, trending activities that will drive interest and meet the demand for parks, facilities, and recreation programs among Oregon City residents for many years to come.
- **Local Participatory Trends:** Local recreation trends show above-average participation across the board with 30 of the 46 tracked activities having MPI scores at, or above the national average. This is indicative of an active population, seeking to participate in a wide range of fitness, sports, and outdoor activities.

CHAPTER THREE – PUBLIC ENGAGEMENT

To establish a better understanding of the City’s current state and to help determine the needs and priorities for the future, the planning process incorporated a variety of input from City residents. This included a series of key stakeholder interviews, a statistically valid survey, an online survey, crowdsourcing through the website <https://orccityparksandplay.org/>, and six public forums. These mediums helped to engage over 750 participants representing multiple groups throughout the City.



Figure 29: Public Input Infographic



A group of five people, three men and two women, are standing together for a group photo in a room with wood-paneled walls. Behind them is a large, dark, three-dimensional logo that reads "CITY OF OREGON". The group consists of a man in a grey suit and pink shirt on the far left, a man with a beard in a light blue shirt and grey trousers, a woman in a green and white patterned top, a man in a dark suit and white shirt, and a man in a red long-sleeved shirt on the far right. In the background, to the right, is a wooden door with a sign that says "STAFF ONLY" and a red "EXIT" sign above it. A flag is partially visible behind the group. The foreground shows the edge of a wooden desk with microphones and a telephone.

A fundamental part of the Parks Master Plan process includes conducting a robust outreach effort to solicit critical input from key stakeholders and focus groups. Over the course of June 1st and 2nd, 2022 the consulting team convened these groups to better assess community needs across the City. The purpose of these interactions was to gain insight into the current strengths, opportunities, and priorities for the park system, and to better understand the future recreational needs of the Department. These meetings included participants from the following groups:

Stakeholders and User Groups	
Confederated Tribes of Grande Ronde	Friends of the Ermatinger House
Oregon City Maintenance Department	Oregon City Soccer
Oregon Swim Swim Club	Oregon City Youth Sports
Parks and Recreation Advisory Committee	

Based on feedback from key stakeholder interviews and focus groups, common themes of strengths arose in many conversations. These themes included the natural beauty and usability of Oregon City, the management of current assets with limited resources, the support and engagement of the community, and the recent growth of the system.

The location and natural landscape appeal to a wide variety of users. The city's proximity to the greater Portland area, as well as being located on the Willamette River with its great, wonderful



Figure 30: Strengths word cloud

topography creates appeal to a wide variety of users. Participants also mentioned the geographical diversity of parks and the great downtown area as strengths.

RESOURCE MANAGEMENT

Participants were pleased with the Department's ability to do the best they can with the resources available and current light staffing levels. Praise was given for the implementation of the new Cost Recovery Process, as well as the numerous improvements to the pool, new park openings, and the maintenance level and number of fields currently available to the community.

COMMUNITY ENGAGEMENT

The City's reputation, as well as the community's willingness to support the Department were mentioned as strengths of the system. The City was recognized for improved community outreach on recent projects such as the Clackamette RV Park, as well strong use of social media use as Facebook and Instagram to connect with participants and create meaningful engagement with the community.

EMBRACING GROWTH AND INNOVATION

The Department was recognized for the addition of recent parks, a substantial growth in membership, and its willingness to adapt to recent trends, such as pickleball. The new shared Public Works facility is considered a great enhancement, as well as the implementation of the MaintainX App.

3.1.2 OPPORTUNITIES

Stakeholders and focus groups shared several perspectives on the future of the Department. Suggestions for opportunities to improve include ways to add additional funding, internal/external communication, and partnerships, the maintaining of current assets, historical preservation and acknowledgement, and better connectivity throughout the City.

FUNDING

The Department's need for additional funding to be able to both maintain current assets, as well as expand offerings with the growing population were constant themes throughout discussions. Multiple key leaders and stakeholders brought up the idea of a Parks Bond, as they believe the community is more likely to support a bond (as opposed to other funding measures) as it would need to provide specific projects.



Figure 31: Opportunities word cloud

Some other comments/concerns/suggestions in regard to funding from stakeholders included:

- Citizens will be happy to invest tax dollars if they can see a plan
- The city already has 3 outstanding bonds (Police, Library, and Pension) and are unsure if the community will support a Parks Bond as well
- City has untapped property tax limit
- Fees and charges being implemented is getting a lot of community pushback
- How can we offer programs in a way that is financially sustainable?
- Overcoming mindset of "That's too nice for Oregon City"
- Parks is funded out of general fund and has historically been cut
- Recent struggles on the revenue side (due to pandemic)
- Solicit wealthy individuals for contributions



- Utilize grants and private foundations

INTERNAL/EXTERNAL COMMUNICATION AND PARTNERSHIPS

Stakeholders shared opportunities about the communication practices of the Department and the City, as well as expressed a desire for more and better partnerships. There were multiple concerns regarding the communication and purpose of fee increases (more so than the fee increases themselves), as well as a perceived unwillingness to engage in partnerships.

Comments and suggestions tied to communication and partnerships included:

- Consistent signage needed
- How can parks and recreation help support economic development?
- How can we better partner with School Districts etc. for overlapping programs / community education etc.?
- Improve communication standards
- Incorporate digital advertising for state campaigns
- More advertising geared towards taking advantage of tourism
- More community champions
- Native American outreach
- Need collaboration to figure out use of sports fields
- Need to be out in the community to get input from the younger populations so that they can then follow the Department in digital ways
- Regular roundtable meetings to discuss projects
- Website is difficult to navigate and often outdated
- Would like to hear more “Here’s what we are doing, do you want to be involved?”

DEFERRED MAINTENANCE ON EXISTING INFRASTRUCTURE

There were opportunities addressed regarding the maintenance and upkeep of current department assets, as well as discussions around the obstacles staff faces in addressing these issues. Deferred maintenance was the most often mentioned concern, as there was a general theme of wanting to make sure the City takes care of what they currently have as they continue to add new parks and amenities. There were also multiple comments regarding the number of unhoused people utilizing the parks and the additional workload that adds to staff as well as safety concerns.

Statements and questions collected from stakeholders regarding current infrastructure included:

- Cemetery is understaffed and needs a new building
- Dated infrastructure and capital needs that need to be addressed
- Excessive maintenance back log
- Graffiti and vandalism are a problem
- Unhoused population- not sure how to address it
- Major facilities issues and deferred maintenance
- Need a larger, specific maintenance budget
- Need better management of vandalism of properties, particularly restrooms
- Need to be thinking about deferred maintenance
- Parks department is underserved and understaffed
- Playgrounds, landscaping, lines at the sports courts need to be striped
- Staff cannot maintain ball diamonds

HISTORICAL PRESERVATION AND ACKNOWLEDGEMENT

The community takes a lot of pride in the history of the City and would like to see efforts made to not only preserve historic facilities such as the Ermatinger House, the Buena Vista Social Club, and The End of Oregon Trail Interpretive Center, but also celebrate their significance.

Some of the comments/concerns/suggestions regarding historical preservation and acknowledgement from stakeholders included:

- “It is good people know and understand their history”
- The city does a poor job with historic preservation
- Ermatinger House needs to find a niche.
- Friends of Ermatinger House are concerned with being treated as though they are renting space, not bringing people into house
- Heard the pros and cons of investment in Buena Vista Social Club
- Interest in land acknowledgments if they have a defined purpose
- Oregon City needs Historic Preservation Society (see Salem, OR)
- Requests for a cultural center

3.1.3 TOP PRIORITY

Stakeholders shared their priorities to enhance the City’s parks and recreation system. There was substantial conversation around activating the waterfront areas, the building of a sports complex, historical preservation, improved connectivity and access, and a focus on financial sustainability.

WATER ACTIVATION

Stakeholders indicated a real interest in both activating and improving access to the Willamette River for existing community users to drive tourism and economic development. Specific ideas included enhancing existing boat launches and marina, adding restaurants and a river walk, and focusing on keeping the water clean to maximize fishing opportunities.

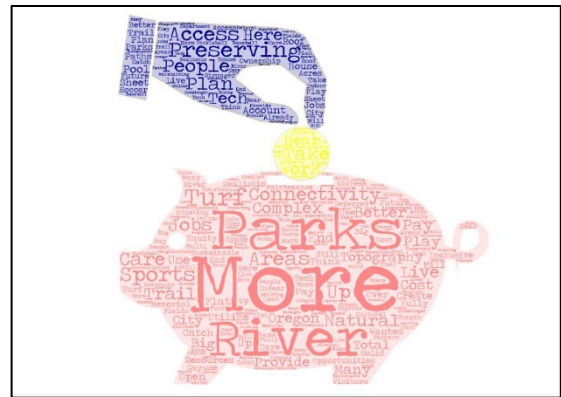


Figure 32: Top priority word cloud

SPORTS COMPLEX

A youth sports complex was mentioned as a priority by multiple stakeholders. Key components of the complex included ample parking and synthetic turf for at least four multi-use fields. An attached fieldhouse was also mentioned for indoor soccer and baseball.

CONNECTIVITY AND ACCESS

Improving and expanding trails and paths throughout the City was an often-mentioned priority by stakeholders. They would like to see more access to natural areas and a better utilization of the City’s topography and natural areas, with more connectivity throughout the system.

HISTORICAL PRESERVATION

Stakeholders would like to see a focus on historical preservation and acknowledgement. Specific priorities were a memorial for Cayuse 5, restoring the End of the Oregon Trail Interpretive Center, and a better-defined purpose and usage of the Ermatinger House.



SUSTAINABILITY

A prevalent theme expressed by respondents was the Department's ability to take care of its current assets; sustainability was also an often-mentioned priority. Stakeholders would like to see the plan assist staff in taking total cost of ownership into account when planning new facilities, parks, and amenities. There was also a desire to catch up with deferred maintenance for existing parks before moving forward with new projects.

3.2 PUBLIC INPUT MEETING

In tandem with the stakeholder and focus group interviews, the consulting team also conducted a public input meeting designed to further engage City residents. The public input meeting took place on June 2nd, 2022, in a hybrid format (in-person and online) and provided attendees with a presentation of the project, process, initial demographic findings, as well as an opportunity for residents to offer feedback on the parks system via live polling through Mentimeter.com polls and by asking questions during the presentation. Approximately 15 participants, representing a variety of interests, participated in the public forum in person with additional attendees online.



LIVE POLLING

One key approach for soliciting feedback from public meeting attendees was through live audience polling. Using the responses from focus group and key leadership interview questions, the consulting team developed questions within a PowerPoint presentation to gain an understanding of City needs.

Attendees were able to respond to these questions and view responses in real time using Mentimeter.com and answered a series of questions related to usage and need for parks, trails, facilities, and programs.

The infographic below shows key data from this polling.



Gender:

50% - Male
43% - Female
7% - Prefer not to answer



Age:

43% - Ages 55-74
36% - Ages 35-54
21% - Ages 18-34



Preferred communication

71% - Email
57% - Website
50% - Oregon City Trail News



Regularly used amenities:

60% - Trails
53% - Sports Courts
40% - River Access



Most important improvements:

47% - Expand & connect trail system
40% - Build new or upgrade existing sports courts
33% - Build new or upgrade existing aquatic facility

3.3 STATISTICALLY VALID SURVEY

3.3.1 OVERVIEW

ETC Institute administered a Parks and Recreation Needs Survey for the City of Oregon City during the months of summer 2022. The survey will help the Oregon City Parks and Recreation Department plan for future recreation programs and facilities that meet the community's needs and preferences.

3.3.2 METHODOLOGY

ETC Institute mailed a survey packet to a random sample of households in Oregon City. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at OrCityParksSurvey.org. After the surveys were mailed, ETC Institute followed up by sending text messages and mailing postcards to encourage participation. The text messages and postcards contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Oregon City from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not included in the final database for this report.

The goal was to complete a minimum of 400 completed surveys from residents. The goal was exceeded with 401 completed surveys collected. The overall results for the sample of 401 households have a precision of at least ± 4.8 at the 95% level of confidence.

3.3.3 MAJOR FINDINGS

PARKS AND RECREATION FACILITIES USE

Use of Parks and Recreation Facilities. Respondents were asked if they had used the Oregon City parks or recreation facilities within the past year. Eighty-seven percent (87%) of respondents said they had used the parks/facilities. Of those respondents, the highest number (27%) said they used them 2-4 times a week followed by 1-3 times a month (25%) and less than once a month (23%). Those same respondents were asked to rate the physical condition of those facilities: most respondents (61%) rated them good, 22% said excellent, and 18% said either fair (17%) or poor (1%).

Barriers to Use. Respondents were asked to indicate the reasons why they didn't use facilities or didn't use them more often; multiple selections could be made. The highest number of respondents said they were not aware of facility/parks/trail locations (22%) and lack of features they want to use (21%).

Benefits of Services. Respondents were asked to rate their level of agreement with 15 statements regarding ways Parks and Recreation services benefit their household and community. The highest number of respondents agreed or strongly agreed that parks and recreation make Oregon City a more desirable place to live (83%), preserves open spaces and protects the environment (82%), and improves their household's physical health and fitness (78%).

PARKS AND RECREATION PROGRAMS PARTICIPATION

Participation in Programs. Respondents were asked if they had participated in Oregon City parks or recreation programs within the past three years. Thirty-two percent (32%) of respondents said someone in their household had participated. Of those respondents, the highest number (44%) said they participated in 2-3 programs, followed by 1 program (26%). Those same respondents were then asked to



rate the overall quality of those programs: most respondents (57%) rated them good, 26% said excellent, and 17% said either fair (16%) or poor (1%).

Barriers to Use. Respondents were asked to indicate the reasons why they didn't participate in programs and events or didn't participate more often; multiple selections could be made. The highest number of respondents said they were not aware of the offerings (38%) and busy schedules/lack of interest (31%).

Organizations Used for Recreation. Respondents were asked to select all the organizations their household used for recreation and sports activities. Most common were Oregon City parks and recreation (60%), neighboring cities (38%), and Clackamas County (36%).

Communication Methods. Respondents most often learned about recreation programs and events from the Trail News (71%), the city website (44%), and social media (44%). Respondents most preferred methods are Trail News (62%), social media (37%), or the city website (34%)



FACILITIES AND AMENITIES NEEDS AND PRIORITIES

Facility/Amenity Needs: Respondents were asked to identify if their household had a need for 32 facilities/amenities and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities/amenities.

The three facilities/amenities with the highest estimated number of households that have an unmet need:

1. Multi-use paved trails - 6,192 households
2. Multi-use unpaved trails - 5,307 households
3. Water access - 4,986 households

The estimated number of households that have unmet needs for each of the 32 facilities/amenities assessed is shown in the chart below.

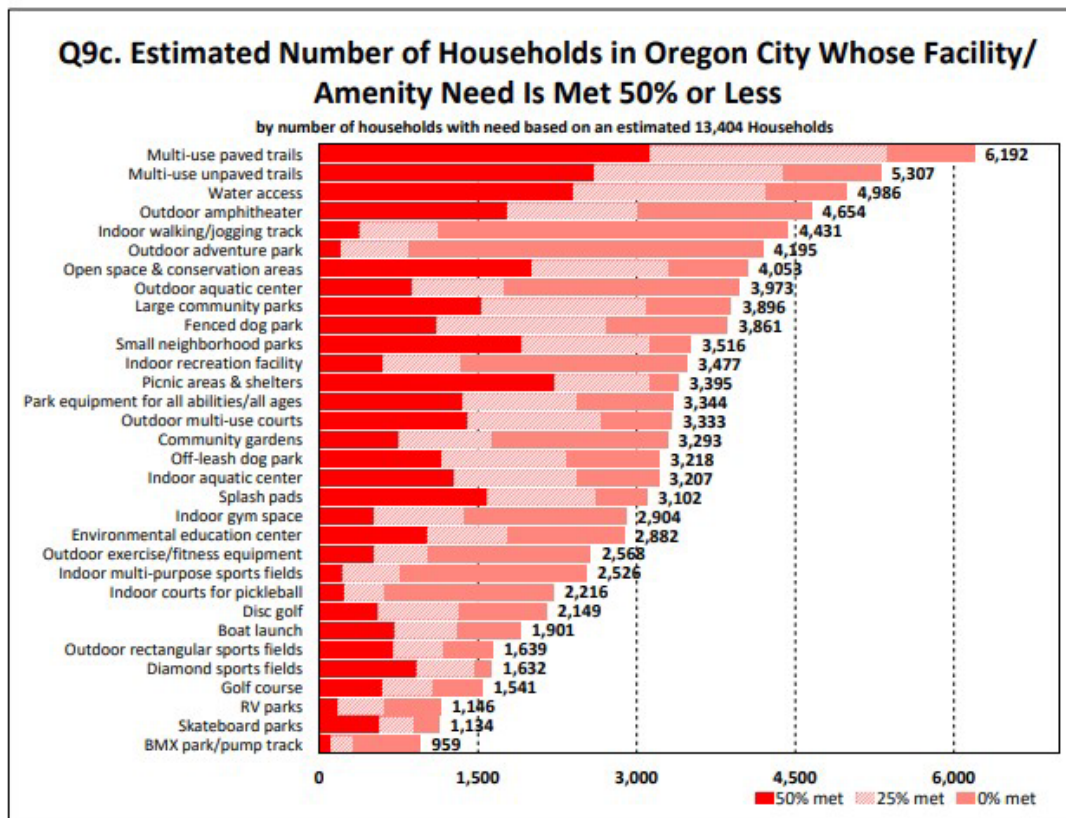


Figure 33: Unmet Facility and Amenity Needs

Facilities and Amenities Importance: In addition to assessing the needs for each facility/amenity, the ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these were the four most important amenities to residents:

1. Multi-use paved trails (33%)
2. Multi-use unpaved trails (26%)
3. Large community parks (16%)
4. Fenced dog park (16%)



The percentage of residents who selected each facility/amenity as one of their top four choices is shown in the chart below.

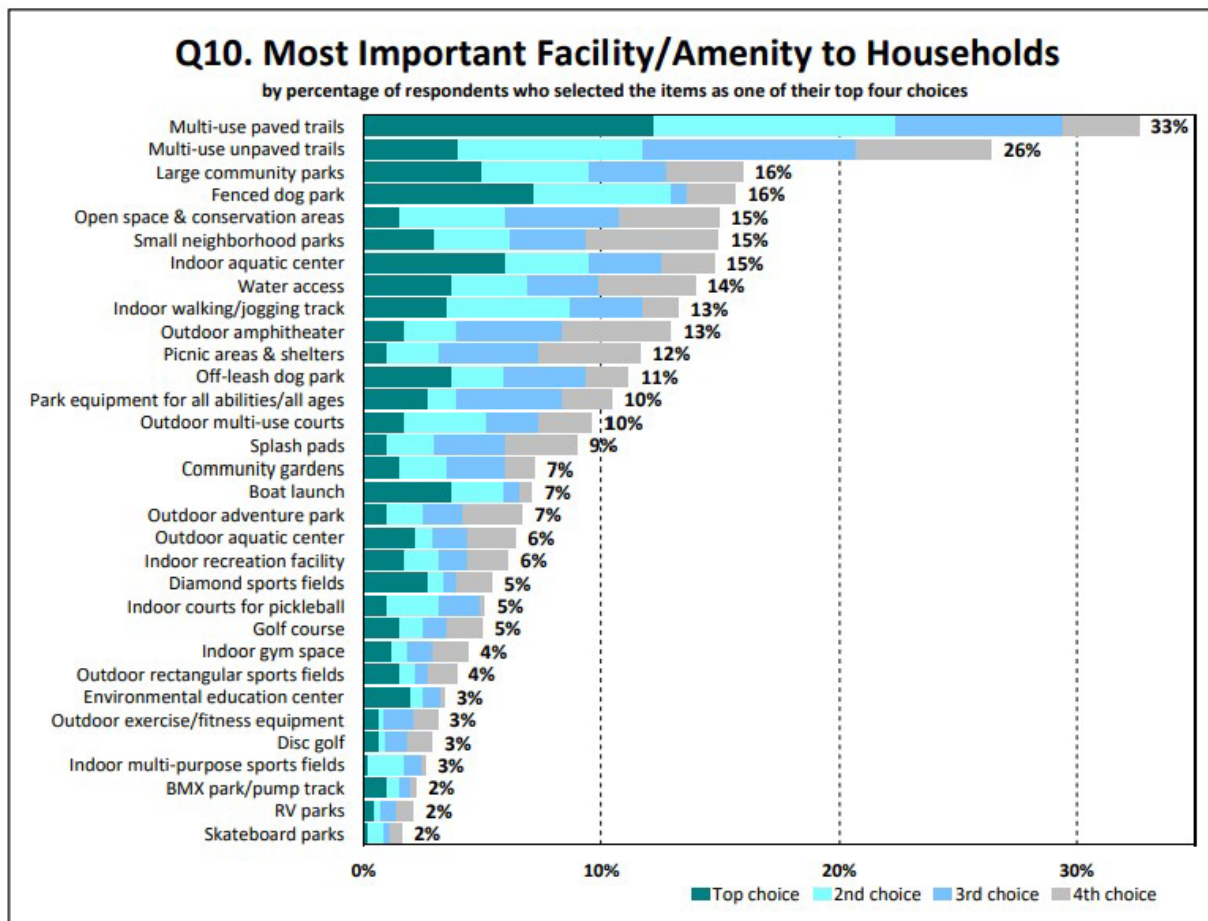


Figure 34: Most Important Facilities/Amenities to Households

Priorities for Facility Investments: The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on amenities/facilities and (2) how many residents have unmet needs for the facility/amenity.

Based the Priority Investment Rating (PIR), the following parks and recreation facilities/amenities were rated as high priorities for investment:

- Multi-use paved trails (PIR=200)
- Multi-use unpaved trails (PIR=166.7)
- Water access (PIR=123.2)
- Outdoor amphitheater (PIR=114.7)
- Indoor walking/jogging track (PIR=112.1)
- Large community parks (PIR=111.7)
- Open space & conservation areas (PIR=111.2)
- Fenced dog park (PIR=110.2)
- Small neighborhood parks (PIR=102.5)

The chart below shows the Priority Investment Rating for each of the 32 facilities/amenities assessed on the survey

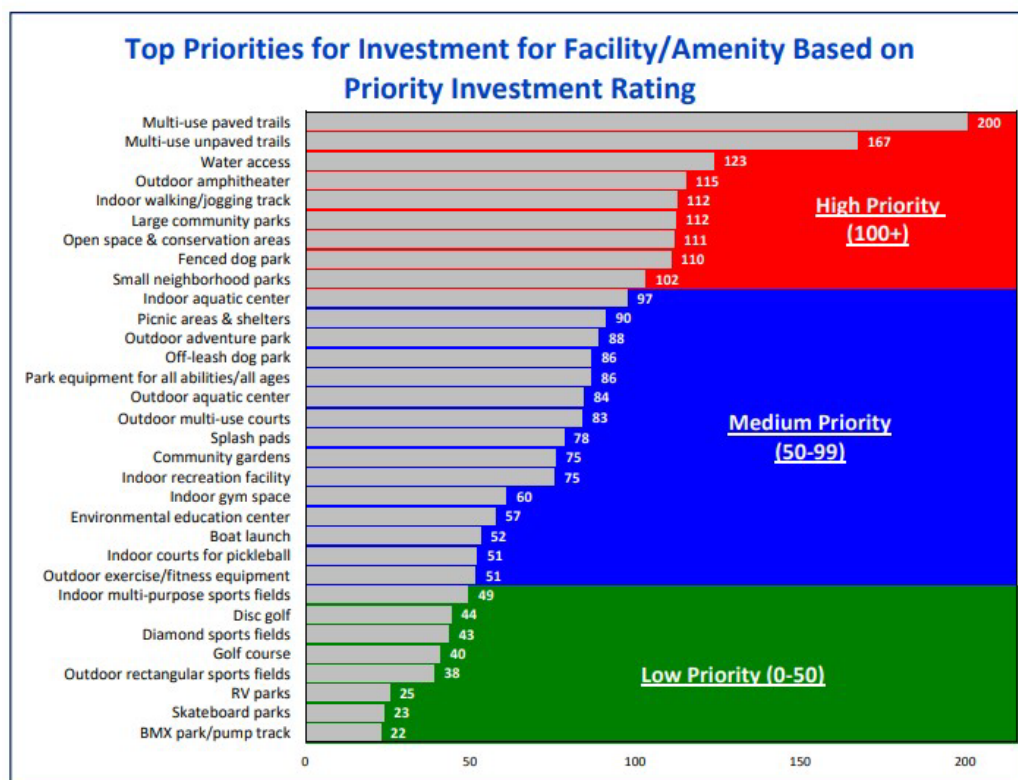


Figure 35: Top Priorities for Investment for Facility/Amenity



RECREATION PROGRAM NEEDS AND PRIORITIES

Program Needs: Respondents were asked to identify if their household had a need for 30 programs and to rate how well their needs for each were currently being met. Based on this analysis, ETC Institute was able to estimate the number of households in the community that had the greatest “unmet” need for various facilities/amenities.

The three programs with the highest estimated number of households that have an unmet need:

1. Adult fitness and wellness programs - 5,136 households
2. Cultural enrichment programs/events - 4,382 households
3. Community special events - 4,229 households

The estimated number of households that have unmet needs for each of the 30 recreation programs assessed is shown in the chart below.

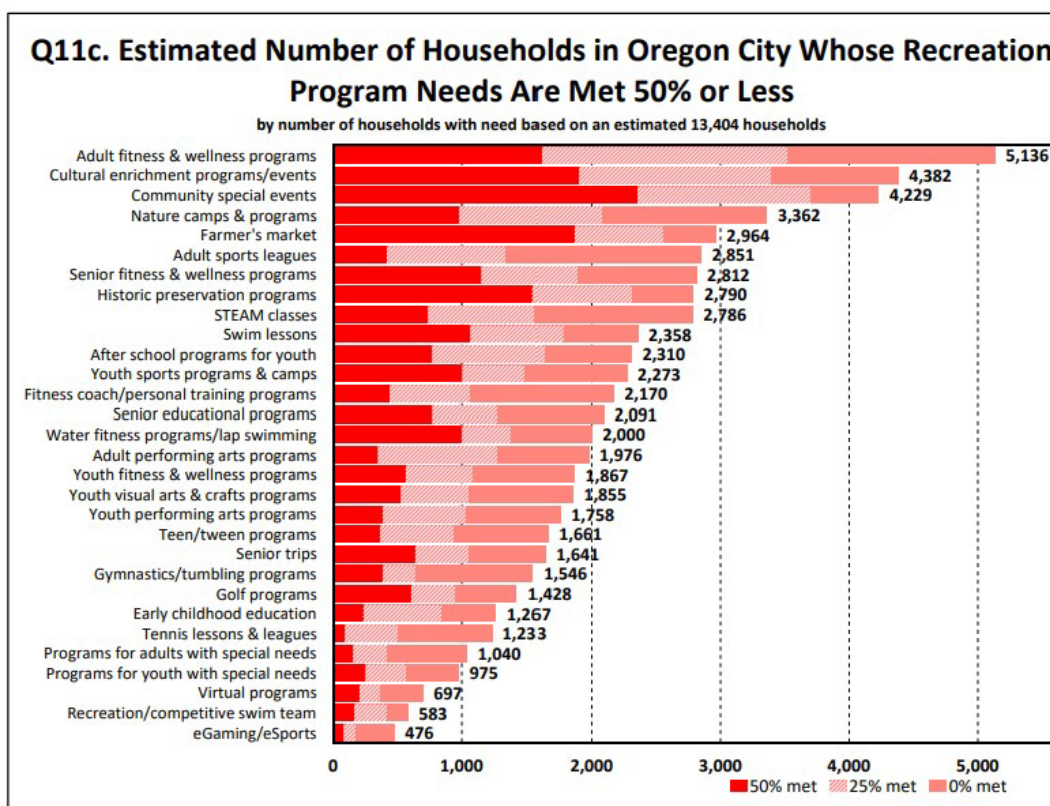


Figure 36: Unmet Needs: Recreation Programs

Programs Importance: In addition to assessing the needs for each program, ETC Institute also assessed the importance that residents placed on each item. Based on the sum of respondents' top four choices, these are the four most important programs to residents:

- Farmer's market (44%)
- Community special events (23%)
- Adult fitness & wellness programs (21%)
- Senior fitness & wellness programs (15%)

The percentage of residents who selected each program as one of their top four choices is shown in the chart below.

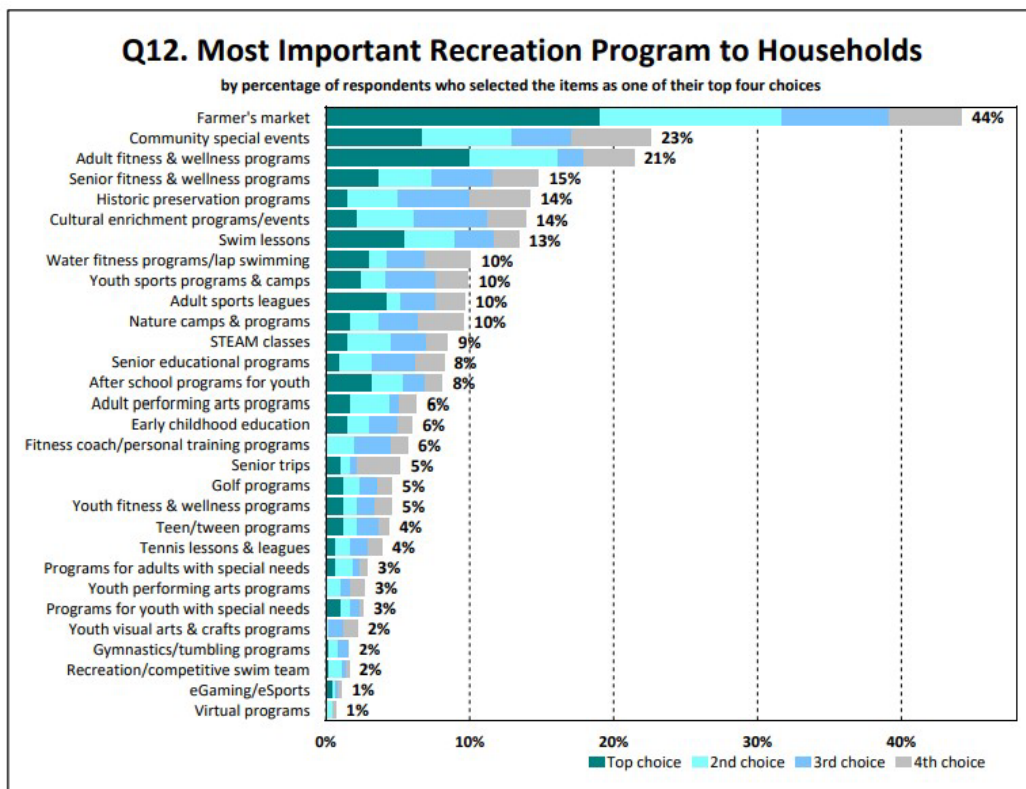


Figure 37: Most Important Recreation Programs to Households



Priorities for Program Investments: The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and parks investments. The Priority Investment Rating (PIR) equally weighs (1) the importance that residents place on each program and (2) how many residents have unmet needs for the program.

Based the Priority Investment Rating (PIR), the following Oregon City programs were rated as high priorities for investment:

- Farmer's Market (PIR=158)
- Adult fitness & wellness programs (PIR=148)
- Community special events (PIR=133)
- Cultural enrichment programs/events (PIR=117)

The chart below shows the Priority Investment Rating for each of the 30 programs assessed.

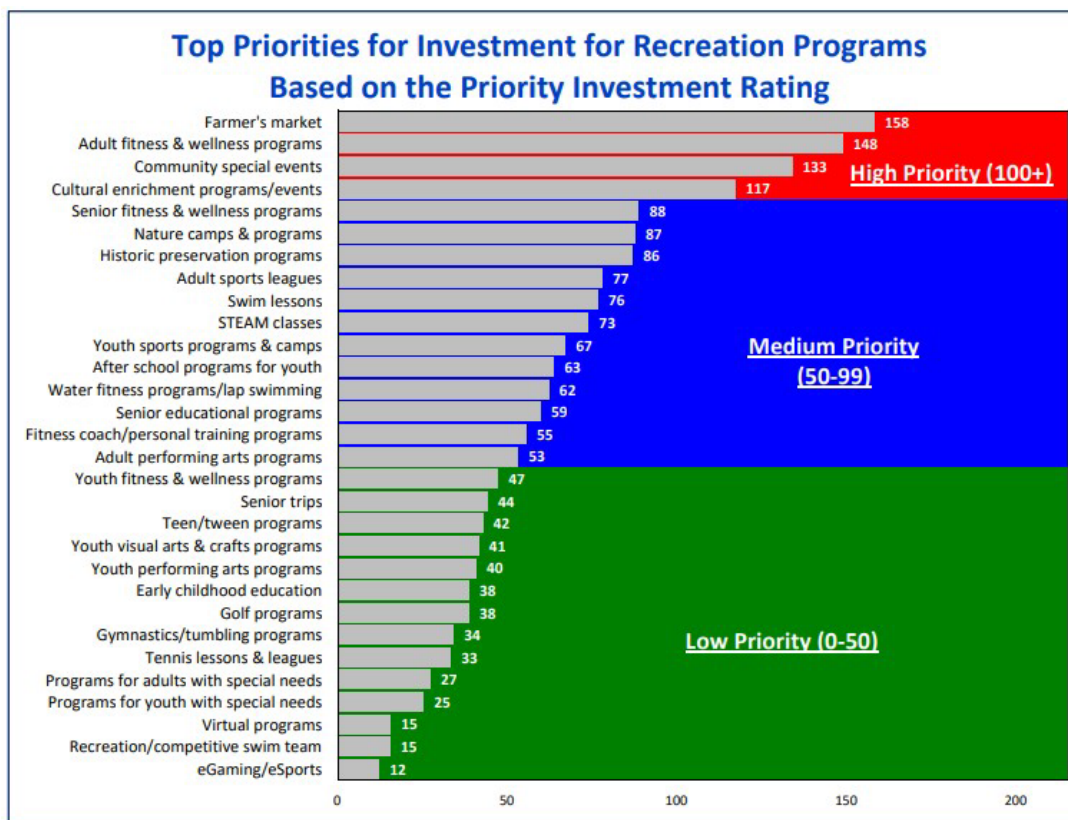


Figure 38: Top Priorities for Investment: Recreation Programs

VALUE OF PARKS AND RECREATION AND ALLOCATION OF FUNDS

Overall Value. Respondents were asked to rate their level of satisfaction with the overall value they received from the Parks and Recreation Department: the highest percentage of respondents felt satisfied (39%) followed by neutral (30%). Households were then asked if their perception of value had changed given the COVID-19 pandemic. The highest number of respondents (36%) said there was no change, 34% said it significantly increased, and 26% said it somewhat increased. Fifty-two percent (51%) of respondents felt funding should increase based on their perception of value, 36% thought it should stay the same, and 11% were not sure.

Allocation of Funds. Respondents were asked to allocate a hypothetical \$100 budget for Parks and Recreation. The highest amount of funding (\$31.15 on average) went to improvements/maintenance of existing parks and recreation facilities followed by \$18.72 for new biking/walking trails and \$15.76 for new indoor recreation facilities.

Support for Additional Taxes/Fees. Respondents were asked to indicate how willing they would be to pay additional taxes or fees to improve parks and recreation. Most respondents (46%) were either willing (30%) or very willing (16%), and 26% were either not willing (9%) or not at all willing (17%)

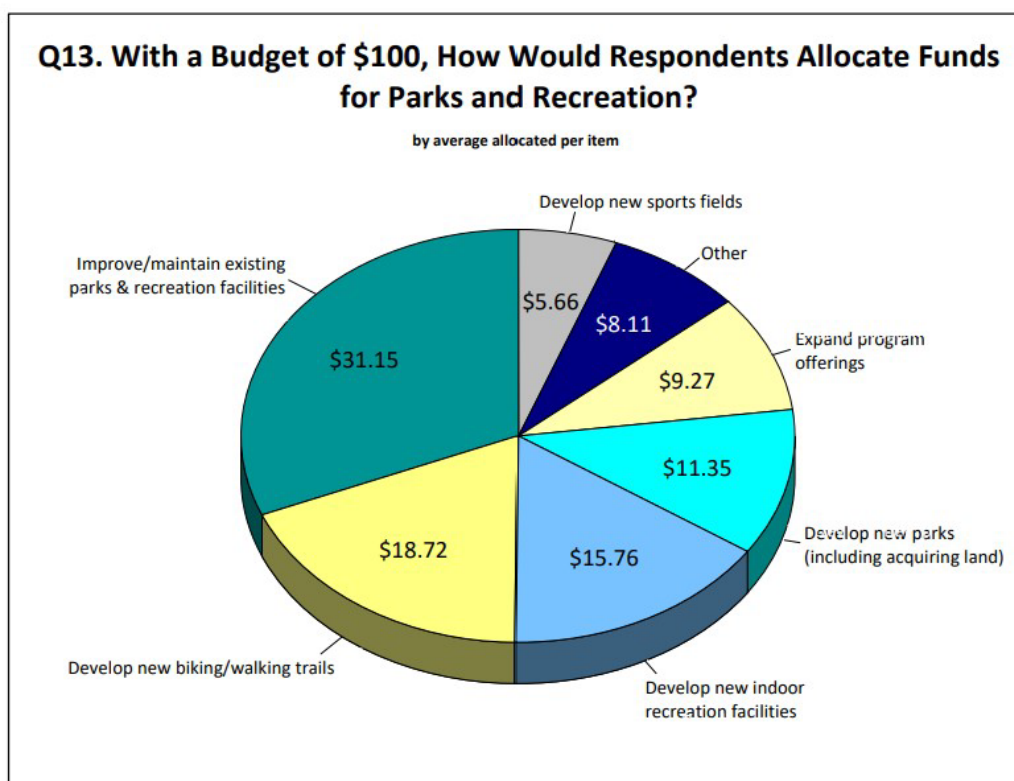


Figure 39: Allocation of Funds with \$100 Budget



3.4 SURVEY COMPARISON: STATISTICALLY VALID VS ONLINE

3.4.1 OVERVIEW

To more effectively prioritize community needs, the Department utilized two primary tools: a Statistically Valid Survey, disseminated by the ETC Institute, and an Online Community Survey, facilitated via SurveyMonkey. The Online Community Survey was a replica of the Statistically Valid Survey, thereby providing an opportunity for those not randomly chosen for the Statistically Valid Survey to partake in the community engagement process and contribute their insights.

ETC Institute administered the Statistically Valid Survey to residents of Oregon City. The survey, cover letter and postage-paid return envelope were mailed to a random sample of households, looking to match the demographics of the town. The cover letter explained the purpose of the survey and encouraged residents to either return their survey by mail or complete the survey online at www.OrCityParksSurvey.org.

 Statistically Valid Survey	 Online Community Survey
• 401 households (Goal of 400) • Precision rate of at least +/- 4.8% at the 95% level of confidence • Residents were able to return the survey by mail, by phone or completing it online • Only scientific & defensible method to understand community needs • Translation services available in multiple languages including Spanish.	• 184 responses • No precision rate or level of confidence due to there being no selection criteria for respondents • Asked same questions as the Statistically Valid Survey • Provides further insight on community expectations • Available in English and Spanish

Figure 40: Survey Comparison Chart

The following sections present a side-by-side comparison of survey results. All areas of congruence (in terms of order or response percentage range) are shaded in each table. **Green** identified responses 10% higher than the statistically valid survey, **orange** indicates responses 10% lower than the statistically valid survey, and **white** identifies unique responses.

Below are some of the key takeaways from both the surveys.

3.4.2 KEY SURVEY COMPARISONS

FACILITY/AMENITY IMPORTANCE

The results of the ETC Statistically Valid Survey and the Online Community Survey showed a stark difference in the Top 5 facility/amenity importance amongst participants, with only one shared amenity, “Fenced Dog Park”. Online Community Survey participants ranked it third at 41%, while participants of the Statistically Valid version ranked it fourth at 16%. Another key distinction was the top-ranked amenity, which differed between survey participants. Online Community Survey participants ranked “Indoor Aquatic Facility” as number one, with 69%, while ETC Statistically Valid survey respondents

ranked “Multi-Use Paved Trails” as their top choice at 33%. Comparing the data from the two, Online Community Survey participants placed more importance on active recreational facilities/amenities and special use amenities, while Statistically Valid survey participants would prefer more passive options.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Multi-use Paved Trails (33%)	1. Indoor Aquatic Center (69%)
2. Multi-use Unpaved Trails (26%)	2. Boat Launch (42%)
3. Large Community Parks (16%)	3. Fenced Dog Park (41%)
4. Fenced Dog Park (16%)	4. Diamond Sports Fields (40%)
5. Open-Space & Conservation Areas (15%)	5. Skateboard Parks (40%)

Figure 41: Facility/Amenity Importance Comparison

USAGE BARRIERS

The survey results from both versions showed four out of five of the top barriers were the same, although ranked in different orders. Statistically Valid survey participants ranked “Use of Parks/Trails in other Cities” fifth with 17%, while Online Community Survey takers ranked “Lack of restrooms” fifth at 22%. “Lack of restrooms” was ranked sixth for the Statistically Valid survey at 12%.

In the Statistically Valid Survey, safety fears due to the homeless population and camps, lack of time/busyness, not being dog friendly, or absence of off-leash dog spaces were the top three most cited barriers. In the Online Community Survey, many respondents who chose “Other” cited lack of pool space/pool temperature and no space for dogs or absence of dog-friendly parks are the biggest barriers.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Not aware of parks’ or trails’ locations (22%)	1. Lack of features we want to use (46%)
2. Lack of features we want to use (21%)	2. Other (32%)
3. Other (20%)	3. Not aware of parks’ or trails’ locations (29%)
4. Do not feel safe using parks/trails (18%)	4. Use parks/trails in other cities (25%)
5. Use parks/trails in other cities (17%)	5. Lack of restrooms (22%)

Figure 42: Usage Barriers



ORGANIZATIONS USED FOR RECREATION

The top five organizations used for recreation were the same amongst all survey participants. The only difference is Statistically Valid survey participants ranked “Private Clubs/Fitness Centers” fourth while Online Community Survey participants ranked it fifth.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Oregon City Parks & Recreation (60%)	1. Oregon City Parks & Recreation (83%)
2. Neighboring Cities (38%)	2. Neighboring Cities (49%)
3. Clackamas County (36%)	3. Clackamas County (42%)
4. Private Clubs/Fitness Centers (27%)	4. Schools (K-12) (40%)
5. Schools (K-12) (23%)	5. Private Clubs/Fitness (39%)

Figure 43: Organizations Used for Recreation

PROGRAM NEEDS

Of the Top 5 program needs, participants from both surveys ranked the same top 4 in slightly different order, with “Farmer’s Market” ranked 1st for both, indicating a strong desire from the community for this program/event.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Farmer’s Market (72%)	1. Farmer’s Market (89%)
2. Adult Fitness & Wellness Programs (48%)	2. Community Special Events (74%)
3. Community Special Events (46%)	3. Adult Fitness & Wellness (72%)
4. Cultural Enrichment Programs (39%)	4. Cultural Enrichment Programs (65%)
5. Historic Preservation Programs (34%)	5. Outdoor Environmental/Nature (60%)

Figure 44: Program Needs

PROGRAM PARTICIPATION BARRIERS

“I Don’t Know What is Offered” was ranked 1st for both Statistically Valid and Online Community Survey participants indicating that lack of awareness is a key barrier and addressing it should be a key staff priority. Four out of five of the responses were the same for both groups of survey participants.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. I Don’t Know What is Offered (38%)	1. I Don’t Know What is Offered (36%)
2. Too Busy/Not Interested (31%)	2. Program Times Not Convenient (26%)
3. Program Times Not Convenient (17%)	3. Classes are Full (21%)
4. Classes are Full (11%)	4. Too Busy/Not Interested (19%)
5. Fees Too High (10%)	5. Program Not Offered (18%)

Figure 45: Program Participation Barriers

PREFERRED COMMUNICATION METHODS

Participants from both surveys indicated that “Trails News Quarterly Magazine” is the preferred source for learning about recreation programs and events. Of the top five identified, four out of five matched, in different orders, for both surveys. One outlier in this area is that Online Community Survey participants ranked “Friends and Neighbors” as the third preferred method, while the Statistically Valid Survey takers ranked “City Website” as third. For Statistically Valid Survey respondents, “Friends and Neighbors” ranked seventh overall.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. Trails News (quarterly magazine) (62%)	1. Trails News (quarterly magazine) (46%)
2. Social Media (37%)	2. Social Media (46%)
3. City Website (34%)	3. Friends and Neighbors (45%)
4. Email/eBlasts (28%)	4. Emails/eBlasts (34%)
5. Newsletter/Newspapers (23%)	5. City Website (32%)

Figure 46: Preferred Communication Methods

PERCEPTION OF THE VALUE OF PARKS, TRAILS, OPEN SPACES AND RECREATION (COVID-19)

Both surveys show that the community has primarily seen an increase in their perception of the value of parks, trails, open spaces, and recreation during the COVID-19 pandemic. Only 4% shared that they saw a decrease or a significant decrease, while over 60% in both surveys saw an increase or significant increase in their perception of value.

 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
1. No Change (36%)	1. Significant Increase (37%)
2. Significant Increase (34%)	2. Increase (34%)
3. Increase (26%)	3. No Change (26%)
4. Decrease (2%)	4. Decrease (2%)
5. Significant Decrease (2%)	5. Significant Decrease (2%)

Figure 47: Perception of the Value of Parks, Trails, Open Spaces, and Recreation



DEMOGRAPHICS - GENDER

This chart reflects that individuals who identify as female, are overrepresented in the Online Community Survey when compared to the Statistically Valid survey.

	 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
Male	50%	21%
Female	50%	72%
Non-binary/Prefer to self-describe	1%	7%

Figure 48: Demographics: Gender

AGE OF HOUSEHOLD MEMBERS

The chart shows a representation of all ages in both surveys with the Online Community Survey showing an over representation of the Under 19 population and an under representation of the 55+ population compared to the Statistically Valid Survey.

Note: the overall percentage may be slightly higher or lower than 100 due to rounding.

<u>Ages</u>	 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
Under 19	23%	38%
20-34	14%	12%
35-54	29%	32%
55+	33%	17%

Figure 49: Demographics: Age of Household Members

YEARS LIVED IN OREGON CITY

The chart shows that there is a very similar representation of survey participants who have lived in Oregon City, with less than 5% difference in all categories.

Note: the overall percentage may be slightly higher or lower than 100 due to rounding.

<u>Years</u>	 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
5 years or less	25%	28%
6-10 years	16%	20%
11-15 years	10%	7%
16-20 years	14%	14%
21-30 years	18%	14%
31+ years	17%	16%

Figure 50: Demographics: Years Lived in Oregon City

RACE / ETHNICITY (SELECT ALL THAT APPLY)

The chart indicates that there is an even representation for survey participants as far as race /ethnicity.

Note: the overall percentage may be slightly higher or lower than 100 due to rounding.

<u>Race</u>	 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
Asian/Pacific Islander	3%	2%
Black/African American	1%	2%
Native American	2%	1%
White	89%	91%
Hispanic/Latino/a/x	5%	4%
Other	2%	7%

Figure 51: Demographics: Race/Ethnicity



HOUSEHOLD INCOME

The Online Community Survey results indicate a lower representation of households under \$100K, specifically those between \$50,000-\$99,999.

Note: the overall percentage may be slightly higher or lower than 100 due to rounding.

<u>Income</u>	 <u>Statistically Valid Survey</u>	 <u>Online Community Survey</u>
Under \$50k	18%	13%
\$50K to \$74,999	21%	10%
\$75k to \$99,999	21%	11%
\$100k to \$149,000	21%	25%
\$150k+	20%	25%

Figure 52: Demographics: Household Income

3.4.3 KEY FINDINGS OF SURVEY COMPARISON

After analyzing the data collected from both surveys there are several key findings that rose to the surface:

- **Survey Respondents:** The higher percentages of usage/participation shown in the Online Community Survey can be attributed to the fact that online surveys are typically taken by current, engaged users of the organization's services/facilities/amenities. The random selection of the Statistically Valid survey means a higher likelihood of non-users giving their feedback and is a better representation of the community.
- **Facility / Amenity Importance:** In the facility/amenity importance section, Online Community Survey participants valued more active recreation amenities, which aligns with the higher total number of youths in their households between the ages of 0-19.
- **New Addition:** The survey results indicated a desire for the addition of a Farmer's Market in the community.
- **Preferred Methods of Learning:** The survey results indicated that community members' preferred methods for learning about programs and events is through the Trails News Quarterly Magazine and social media.
- **Top Two Barriers:** The survey results indicated that lack of awareness and lack of facility features community members want to use are the top two barriers to using current facilities/amenities.
- **Perception of Value:** The survey results show that over 60% of respondents in both surveys saw an increase or significant increase in their perception of value, while only 4% shared they saw a decrease or significant decrease.

CHAPTER FOUR - PARKS, FACILITIES, & INVENTORY ASSESSMENT

4.1 PARKS/FACILITY CLASSIFICATIONS & LEVEL OF SERVICE STANDARDS

Level of service recommendations are developed using a combination of resources. These resources included the National recreation and Park Association (NRPA) guidelines, recreation activity participation rates reported by the Sports and Facility Industry Association data as it applies to activities that occur in the United States and Oregon City area, community and stakeholder input, findings from the statistically valid survey and general observations. This information allows standards to be customized to Oregon City.

These recommendations should be viewed as a guide to be coupled with conventional wisdom and judgment related to the situation and needs of the community. By applying these recommendations to Oregon City's population, the LOS analysis showed some areas where needs exist including the following:

- Neighborhood parks
- Community parks
- Trails
- Pickleball courts
- Fenced dog parks
- Indoor aquatic space
- Indoor recreation space

The action plan items recommended in this plan would, if implemented, go a long way in addressing most, if not all, the unmet needs of the community in the years to come.

4.1.1 METHODOLOGY

Inventory data was gathered from department staff. To adjust for the varying availability of "Other Service Provider" locations, these sites were assigned different weightings based on their public accessibility. For instance, the facilities at school locations were considered to be worth only 33% of those at Oregon City Parks and Recreation locations, reflecting the estimate that school sites are accessible to the public only one-third as frequently as the department-managed sites.



Oregon City Parks and Recreation Department

PARKS: 2022 Inventory - Developed Facilities										2022 Facility Standards			2032 Facility Standards		
Park Type	Oregon City	Other Service Providers	Total Inventory	Current Service Level based upon population			Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
Pocket Parks	19.67	-	19.67	0.52	acres per	1,000	0.25	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Neighborhood Parks	52.86	-	52.86	1.39	acres per	1,000	2.00	acres per	1,000	Need Exists	23.1	Acre(s)	Need Exists	29	Acre(s)
Community Parks	92.29	34.51	126.80	3.34	acres per	1,000	3.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Regional Parks	24.90	568.00	592.90	15.62	acres per	1,000	5.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Total Developed Park Acres	189.71	602.51	792.22	20.87	acres per	1,000	10.25	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Specialty Parks	64.23	-	64.23	1.69	acres per	1,000	1.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Total Park Acres	253.95	602.51	856.46	22.56	acres per	1,000	11.25	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
TRAILS:															
Trails (paved and unpaved)	7.56	5.65	13.21	0.35	mile per	1,000	0.40	mile per	1,000	Need Exists	2	Mile(s)	Need Exists	3	Mile(s)
OUTDOOR AMENITIES:															
Basketball Courts	10	1	12	1.00	court per	3,301	1.00	court per	4,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Tennis Courts	8	2	10	1.00	court per	3,928	1.00	court per	6,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Pickleball Courts	2.67	-	3	1.00	court per	14,238	1.00	court per	9,000	Need Exists	2	Court(s)	Need Exists	2	Court(s)
Ball Fields (Diamond)	11	4	15	1.00	field per	2,531	1.00	field per	6,000	Meets Standard	-	Field(s)	Meets Standard	-	Field(s)
Multi-purpose Fields (Rectangular)	-	7	7	1.00	field per	5,695	1.00	field per	6,000	Meets Standard	-	Field(s)	Need Exists	0.1	Field(s)
Playgrounds	17	2	19	1.00	site per	2,034	1.00	site per	2,500	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Picnic Shelters / Group Rental Pavilions	17	-	17	1.00	site per	2,233	1.00	site per	2,500	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Skate Parks	1	-	1	1.00	site per	37,967	1.00	site per	45,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Splash Pads	2	-	2	1.00	site per	18,984	1.00	site per	25,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Unfenced Dog Parks	3	-	3	1.00	site per	12,656	1.00	site per	30,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Fenced Dog Parks	1	-	1	1.00	site per	37,967	1.00	site per	30,000	Need Exists	0.3	Site(s)	Need Exists	0.4	Site(s)
INDOOR AMENITIES:															
Indoor Aquatic Space	18,572	-	18,572	0.49	SF per	person	0.50	SF per	person	Need Exists	412	Square Feet	Need Exists	1,854	Square Feet
Indoor Recreation Space	37,100	-	37,100	0.98	SF per	person	2.00	SF per	person	Need Exists	38,834	Square Feet	Need Exists	44,604	Square Feet
2022 Estimated Population															
2032 Estimated Population															

Figure 53: Level of Service Inventory

4.2 GEOGRAPHICAL ANALYSIS THROUGH MAPPING

The Department utilizes service area maps and standards to analyze the locations of service provision, the fairness of service distribution and delivery across its jurisdiction, and the efficacy of these services in relation to demographic densities. Additionally, when guidelines that reference population data are examined, the Department can identify areas of service overlap or deficiency, recognize where new facilities are needed, or pinpoint areas of service saturation.

This comprehensive analysis guides the Department in making informed capital improvement decisions to address system-wide needs, while simultaneously evaluating the implications of these decisions for individual areas.

The population data used for creating these standards is derived from the 2020 population estimates provided by the Environmental Systems Research Institute, Inc. (ESRI). In the Equity Maps, shaded areas represent service levels, denoting the population served by each type of park or amenity, as detailed in [Section 4.1](#).

The size of the circles on these maps varies based on the quantity of a particular amenity or park acre type at a location, as well as the surrounding population density. In areas of lower density, larger circles are drawn, indicating that more geographical area is required to meet the set service level. Conversely, in high-density areas, smaller circles are drawn, showing that a smaller geographical area is sufficient to serve more people and meet the set standard.

The map legend, located at the bottom left-hand corner of each map, indicates the different owners involved in the equity mapping process. Overlapping circle areas symbolize either sufficient or duplicate service provision, while unshaded areas represent regions not served by a specific amenity or park acre type.



4.2.1 BALL FIELDS (DIAMOND)

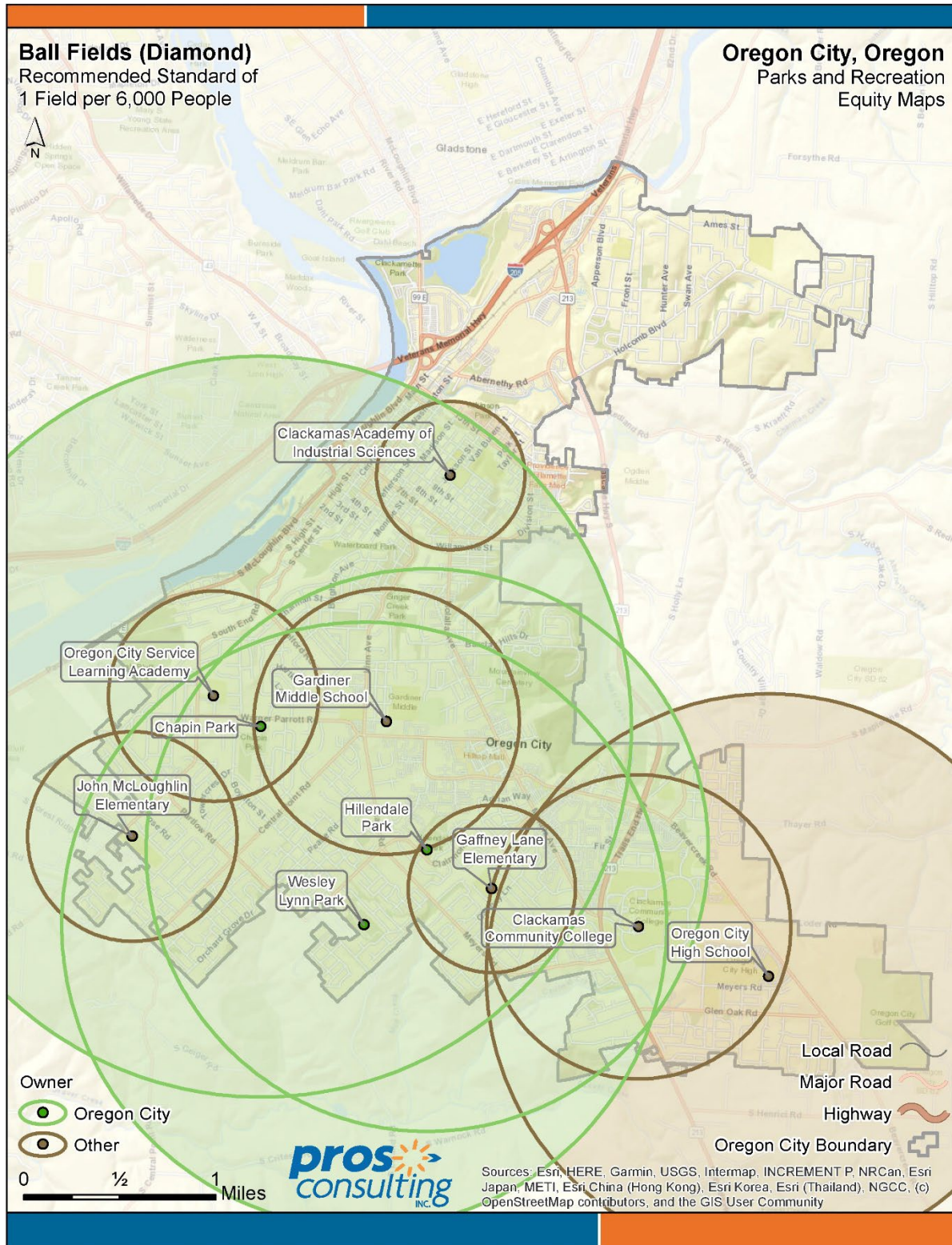


Figure 54: Ballfields Map

4.2.2 BASKETBALL COURTS

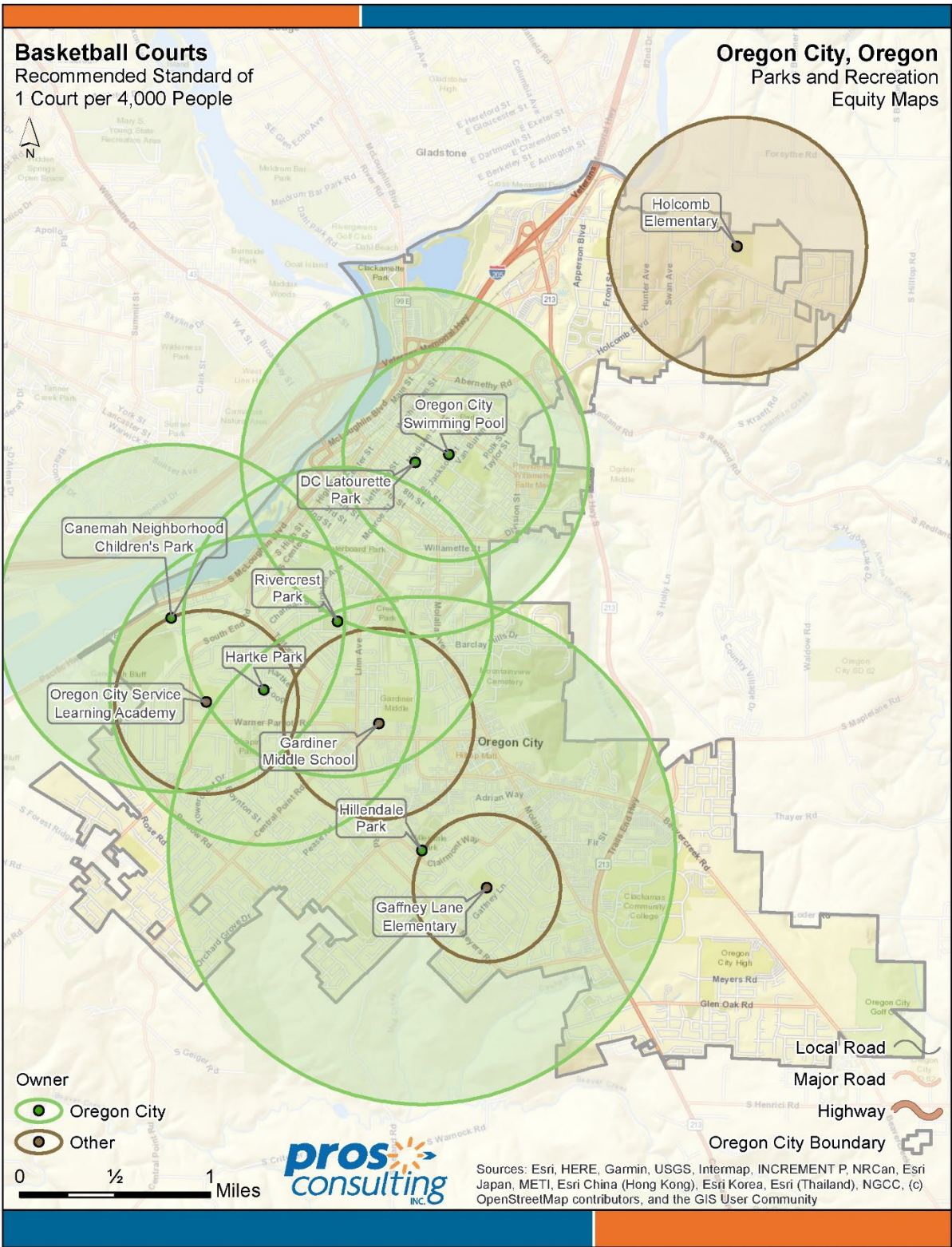


Figure 55: Basketball Courts Map



4.2.3 COMMUNITY PARKS

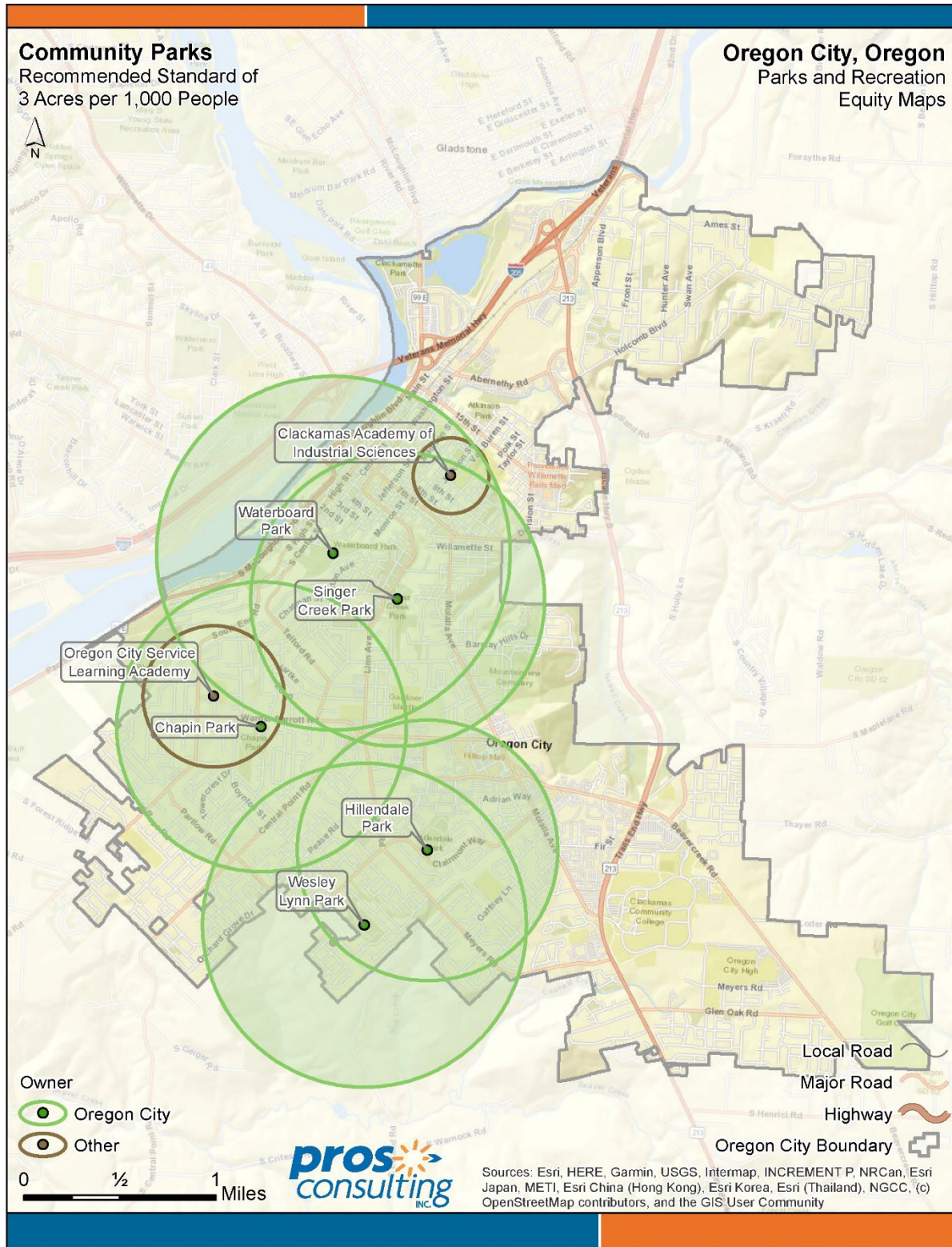


Figure 56: Community Parks Map

4.2.4 FENCE DOG PARK

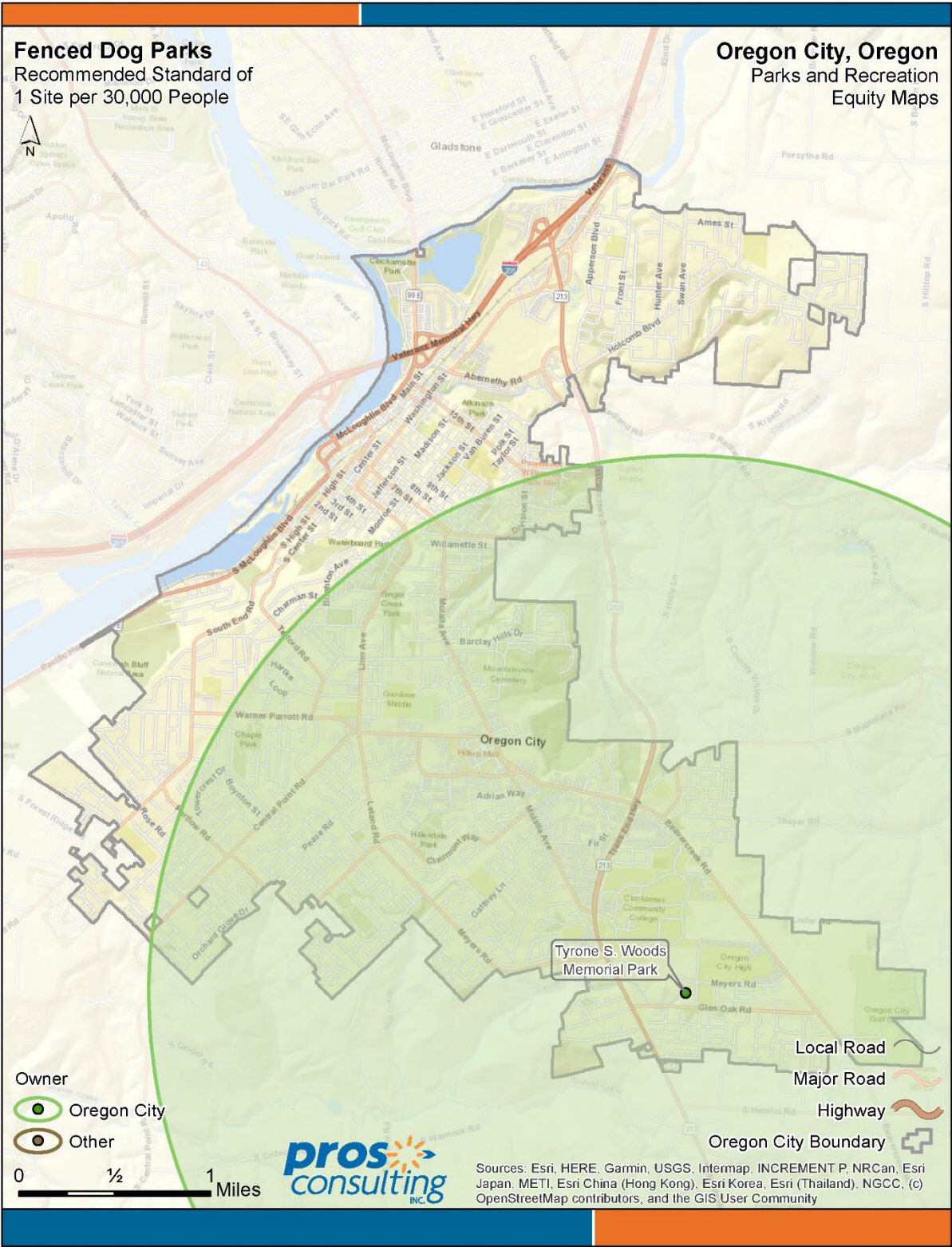


Figure 57: Fenced Dog Parks Map



4.2.5 INDOOR AQUATIC SPACE

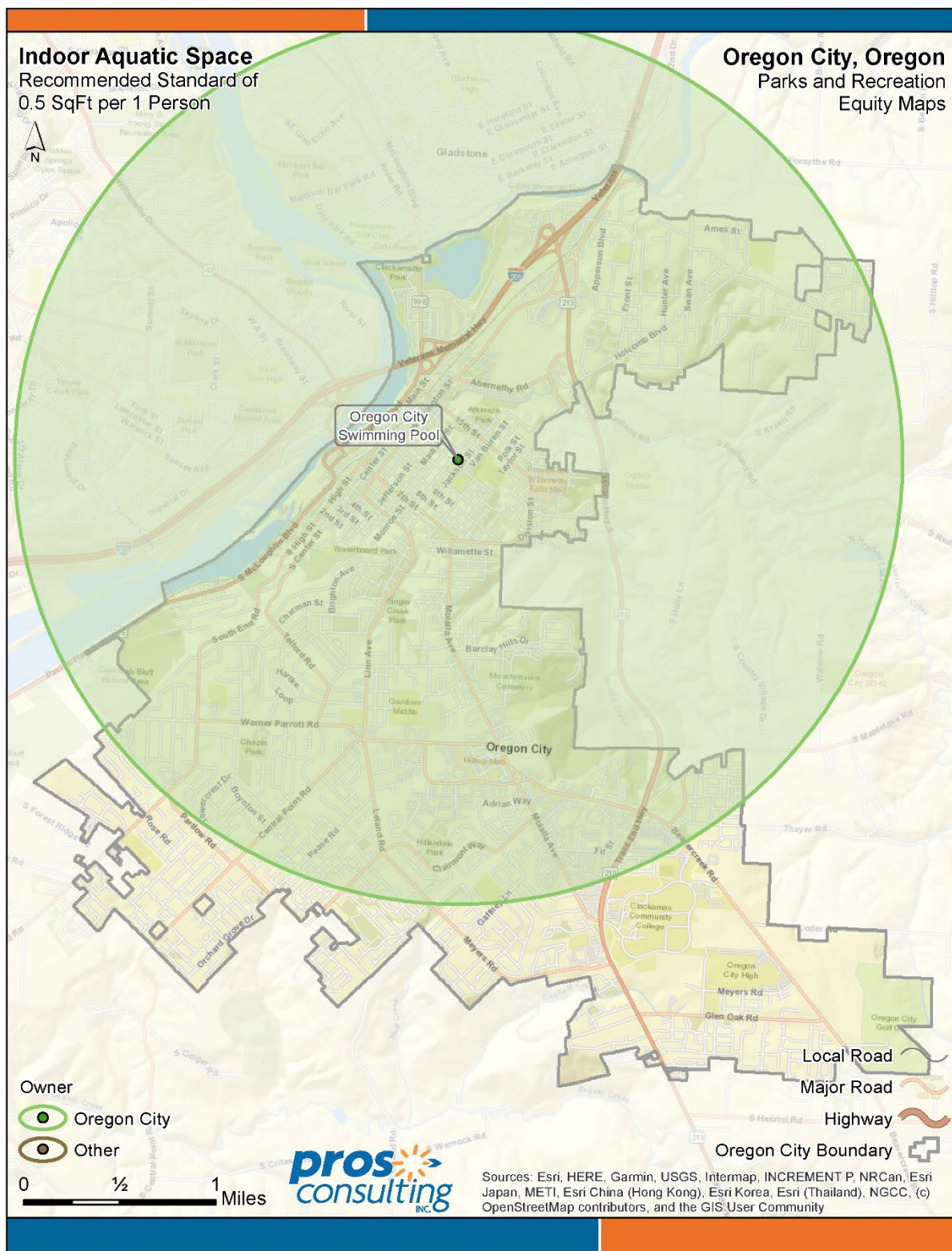


Figure 58: Indoor Aquatic Space Map

4.2.6 INDOOR RECREATION SPACE

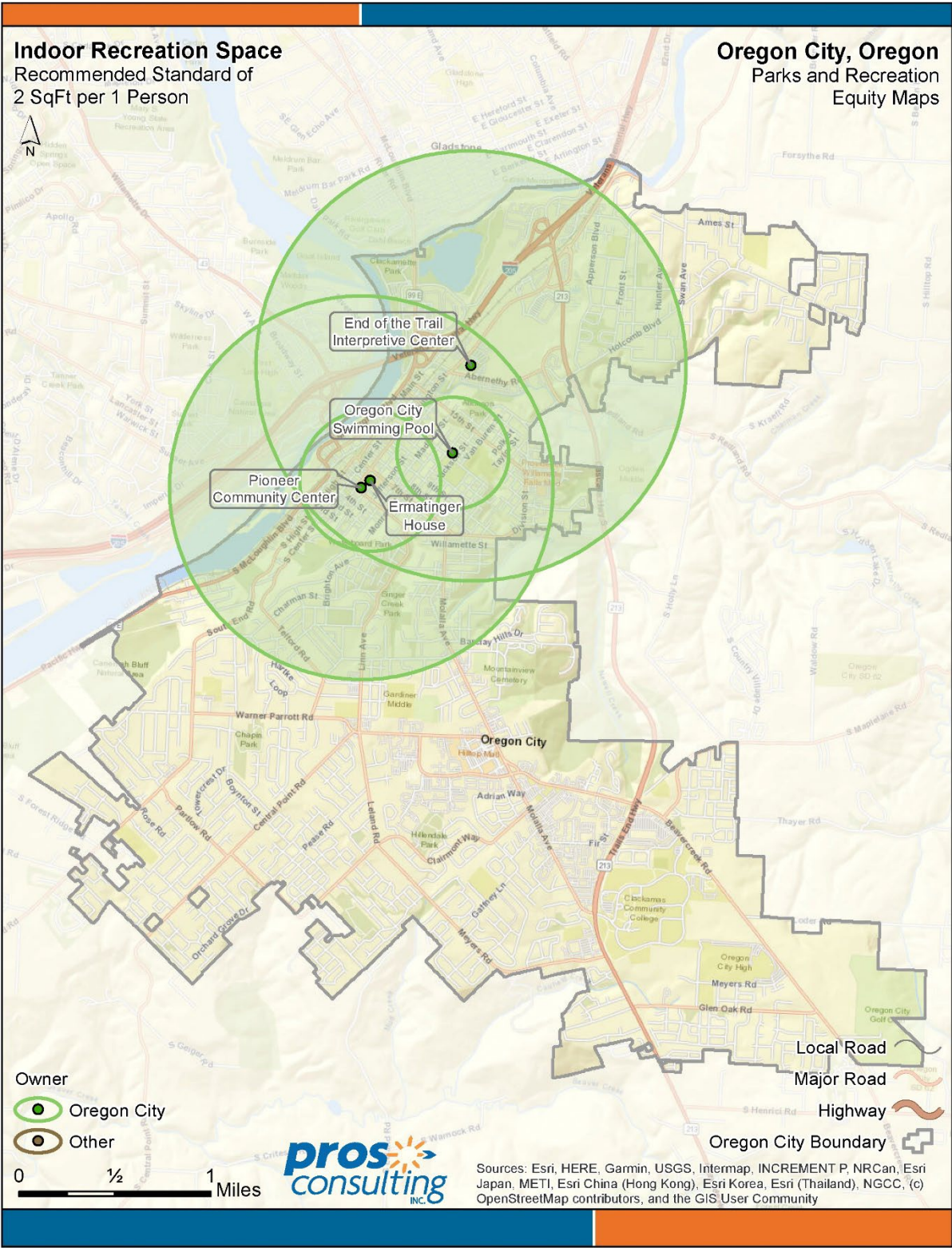


Figure 59: Indoor Recreation Space Map



4.2.7 MULTI-PURPOSE FIELDS (RECTANGULAR)

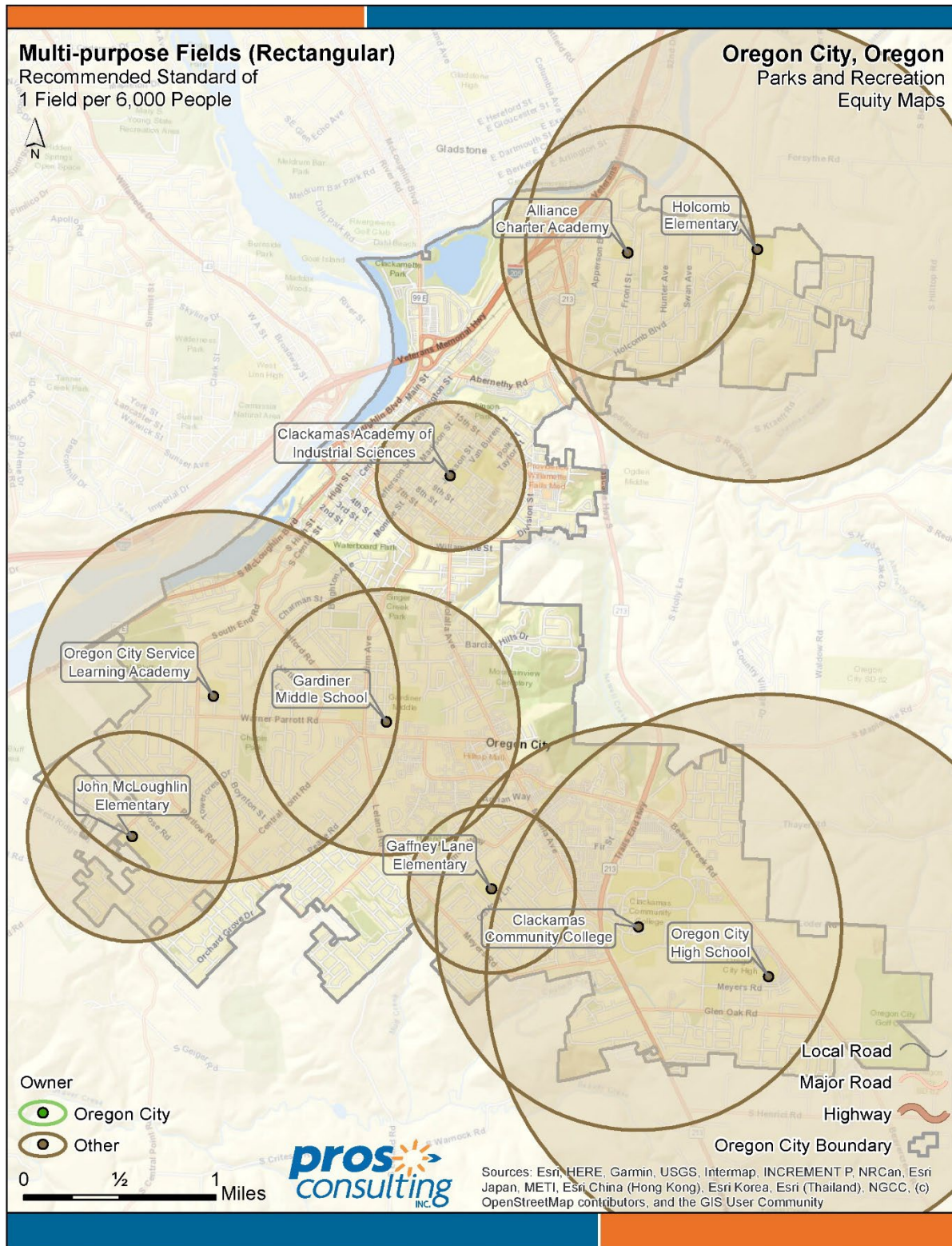


Figure 60: Multi-Purpose Fields (Rectangular) Map

4.2.8 NEIGHBORHOOD PARKS

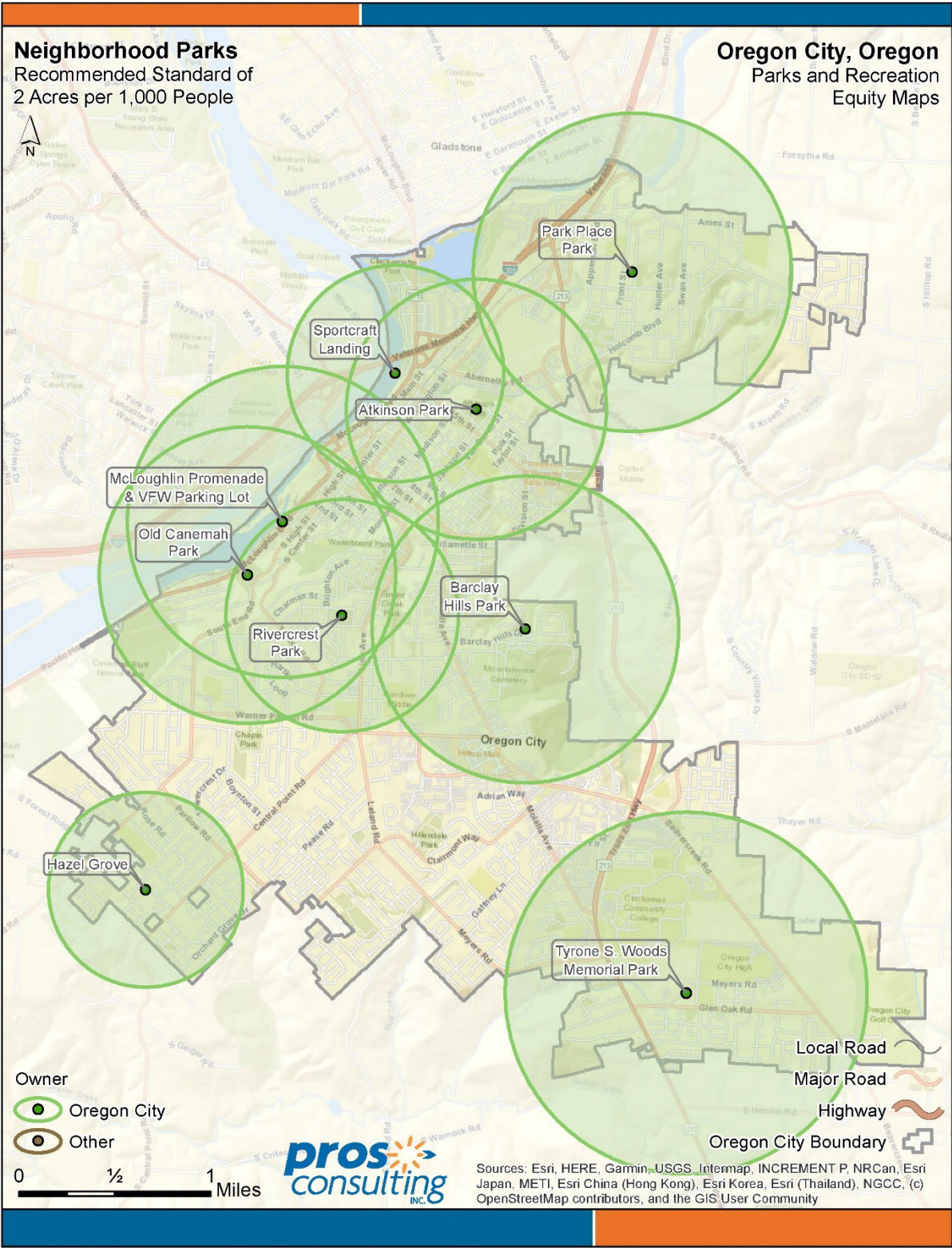


Figure 61: Neighborhood Parks Map

4.2.9 PICKLEBALL COURTS

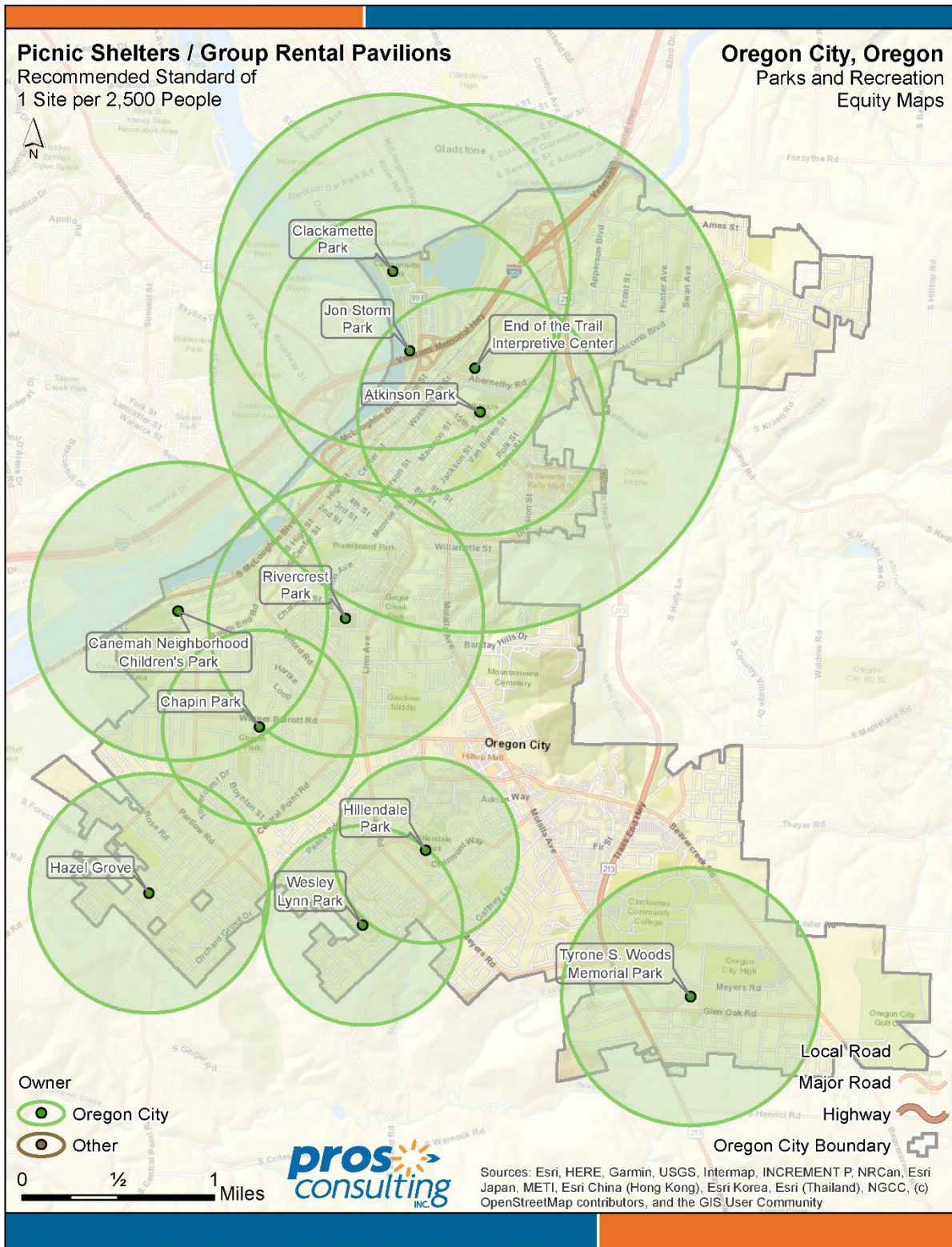


Figure 63: Picnic Shelters / Group Rental Pavilions Map

4.2.11 PLAYGROUNDS

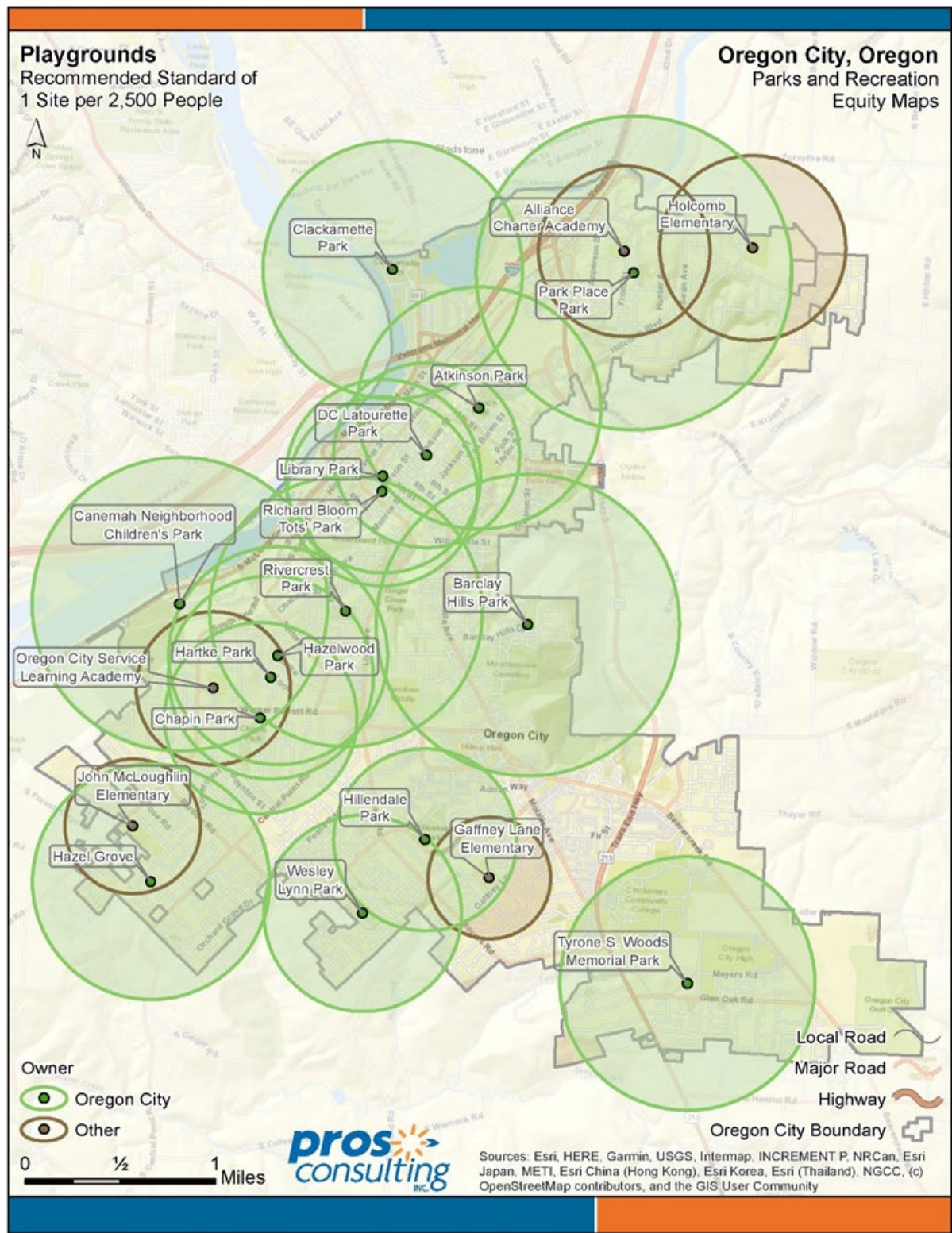


Figure 64: Playgrounds Map



4.2.12 POCKET PARKS

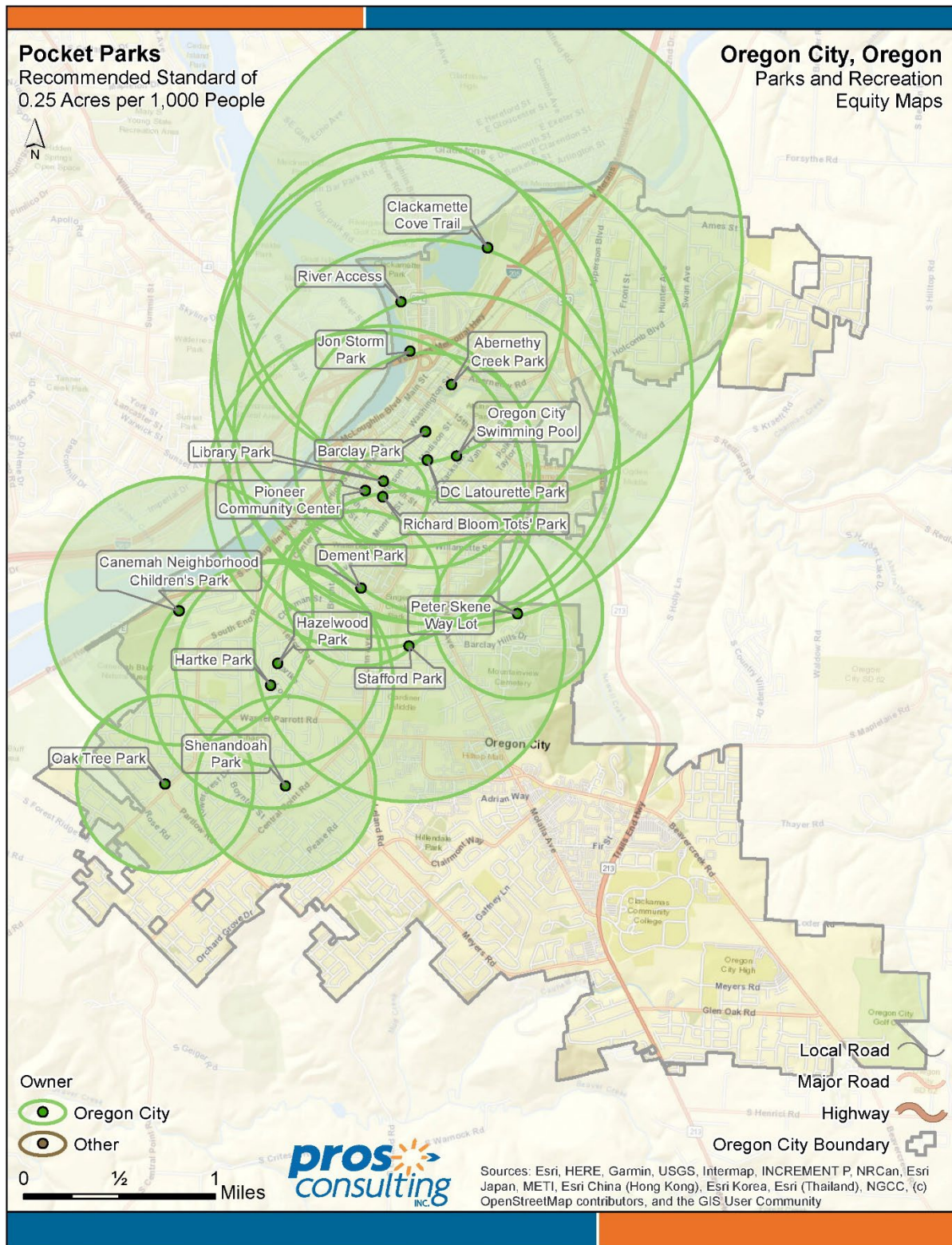


Figure 65: Pocket Parks Map

4.2.13 REGIONAL PARKS

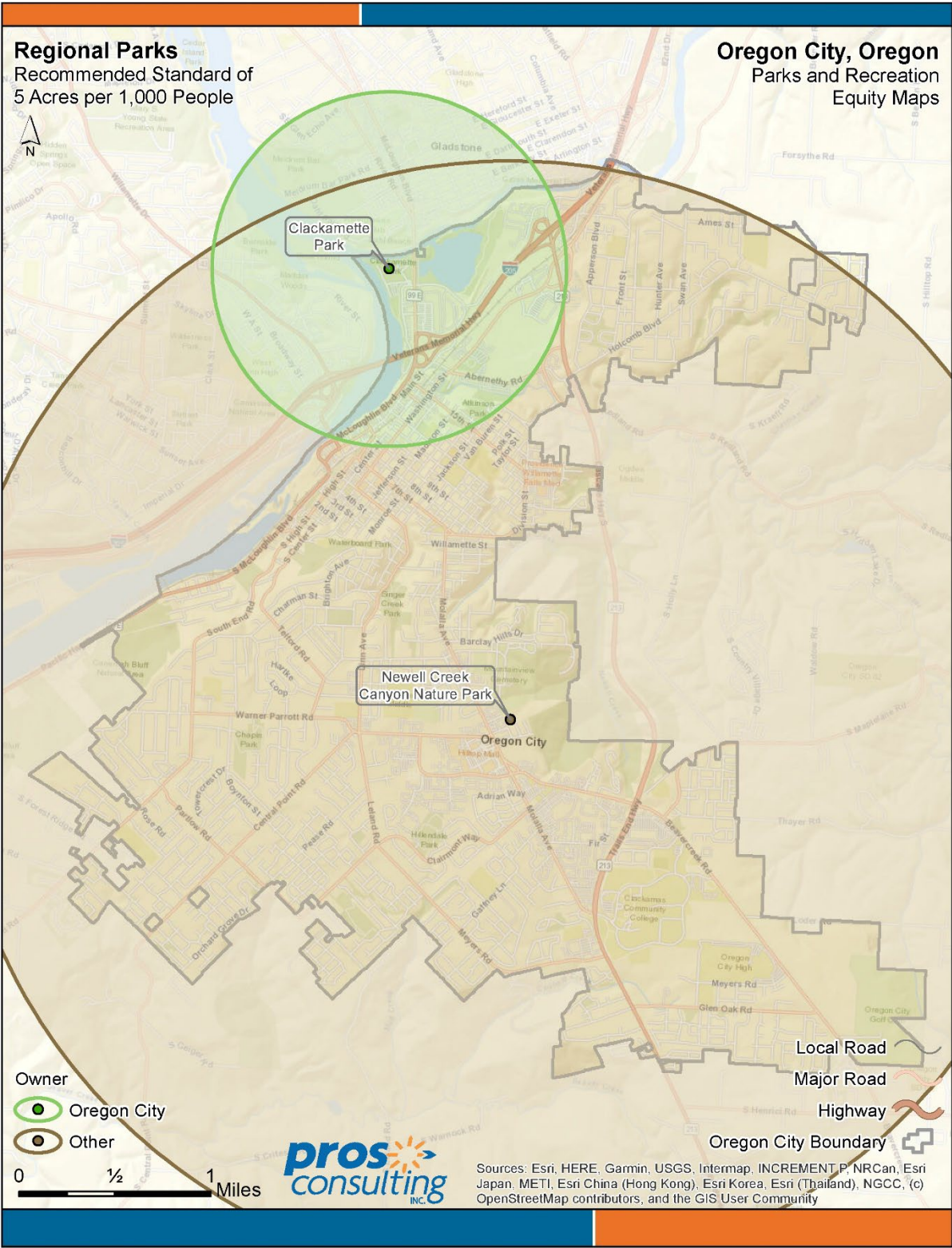


Figure 66: Regional Parks Map



4.2.14 SKATE PARKS

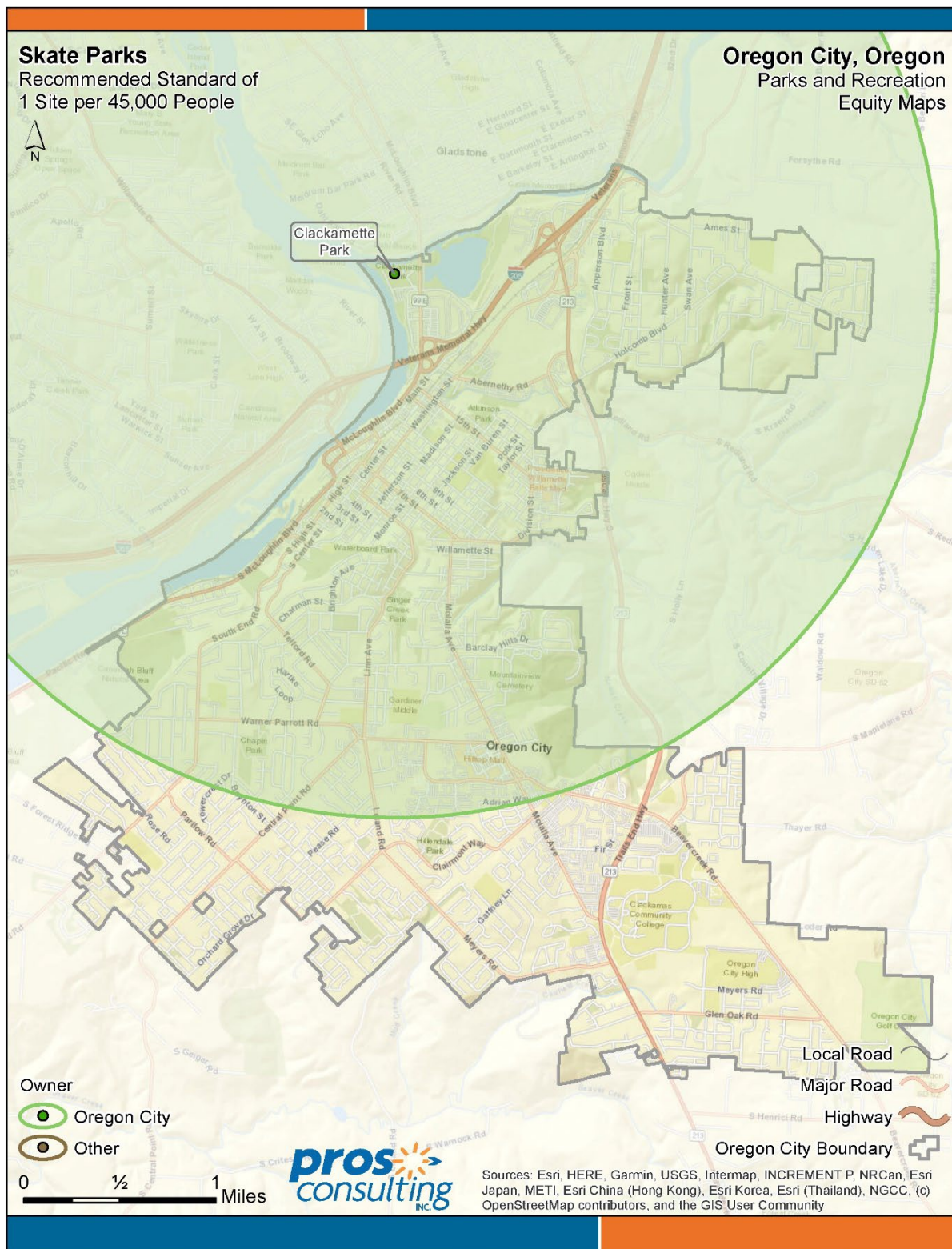


Figure 67: Skate Parks Map

4.2.15 SPECIALTY PARKS

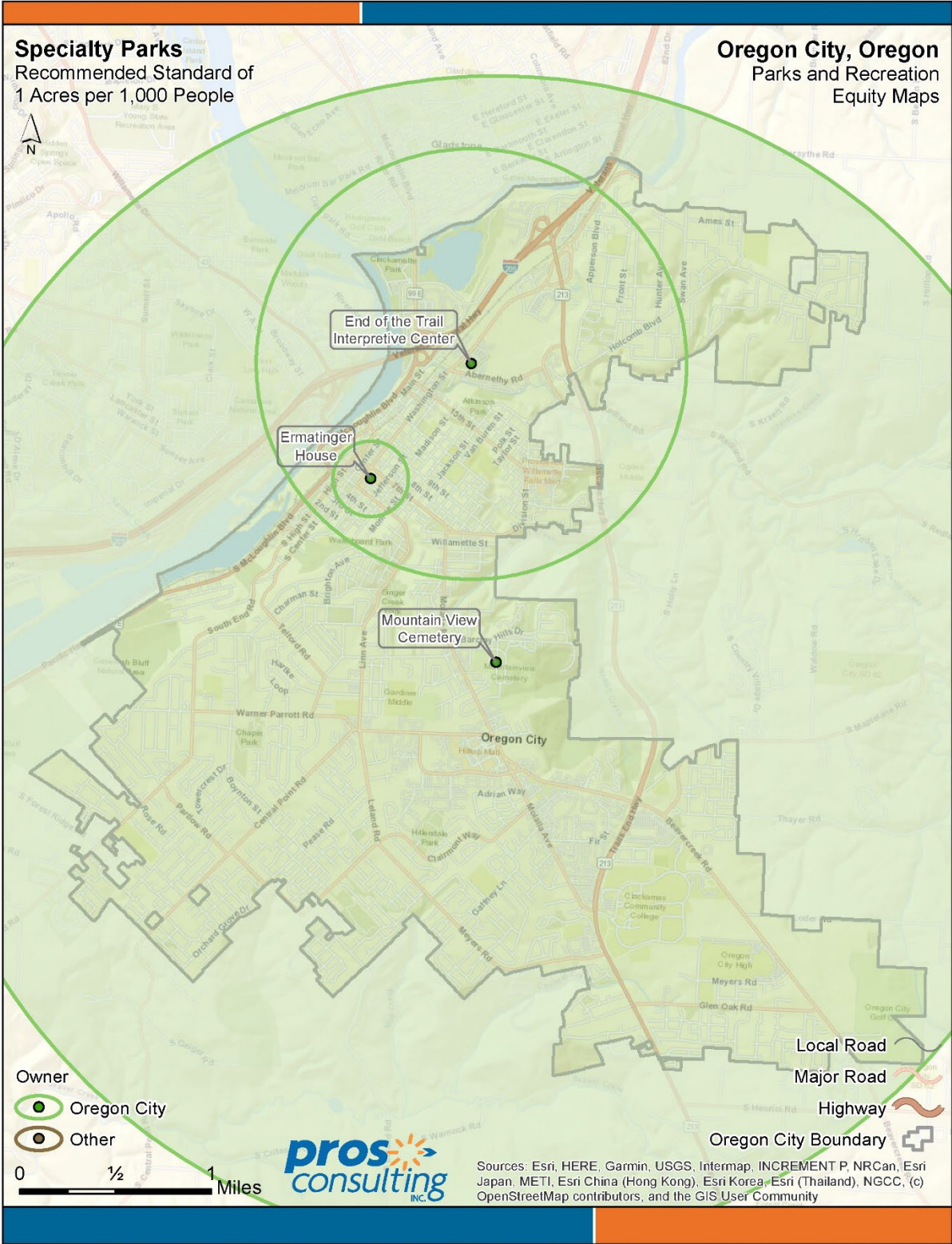


Figure 68: Specialty Parks Map



4.2.16 SPLASH PADS

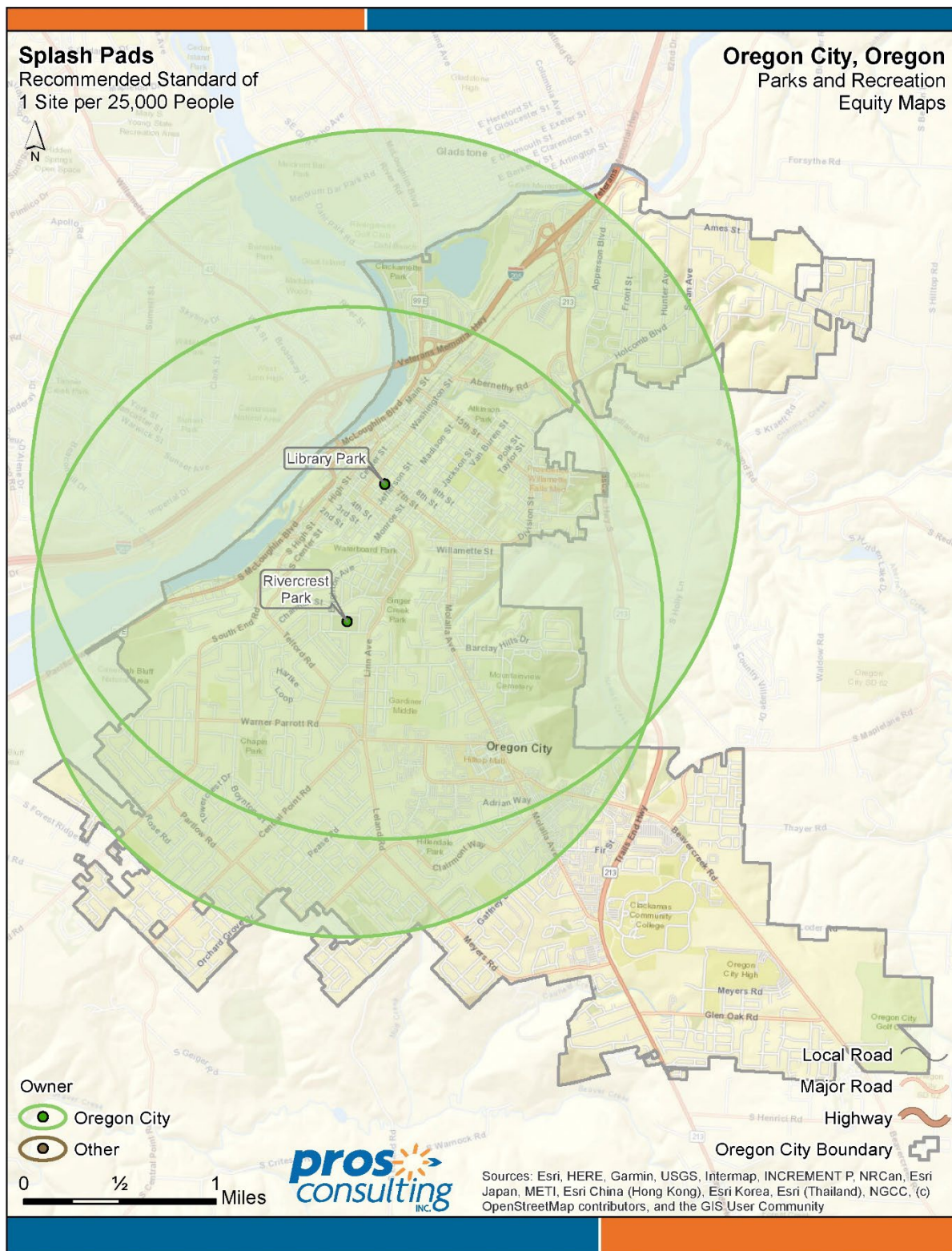


Figure 69: Splash Pads Map

4.2.17 TENNIS COURTS

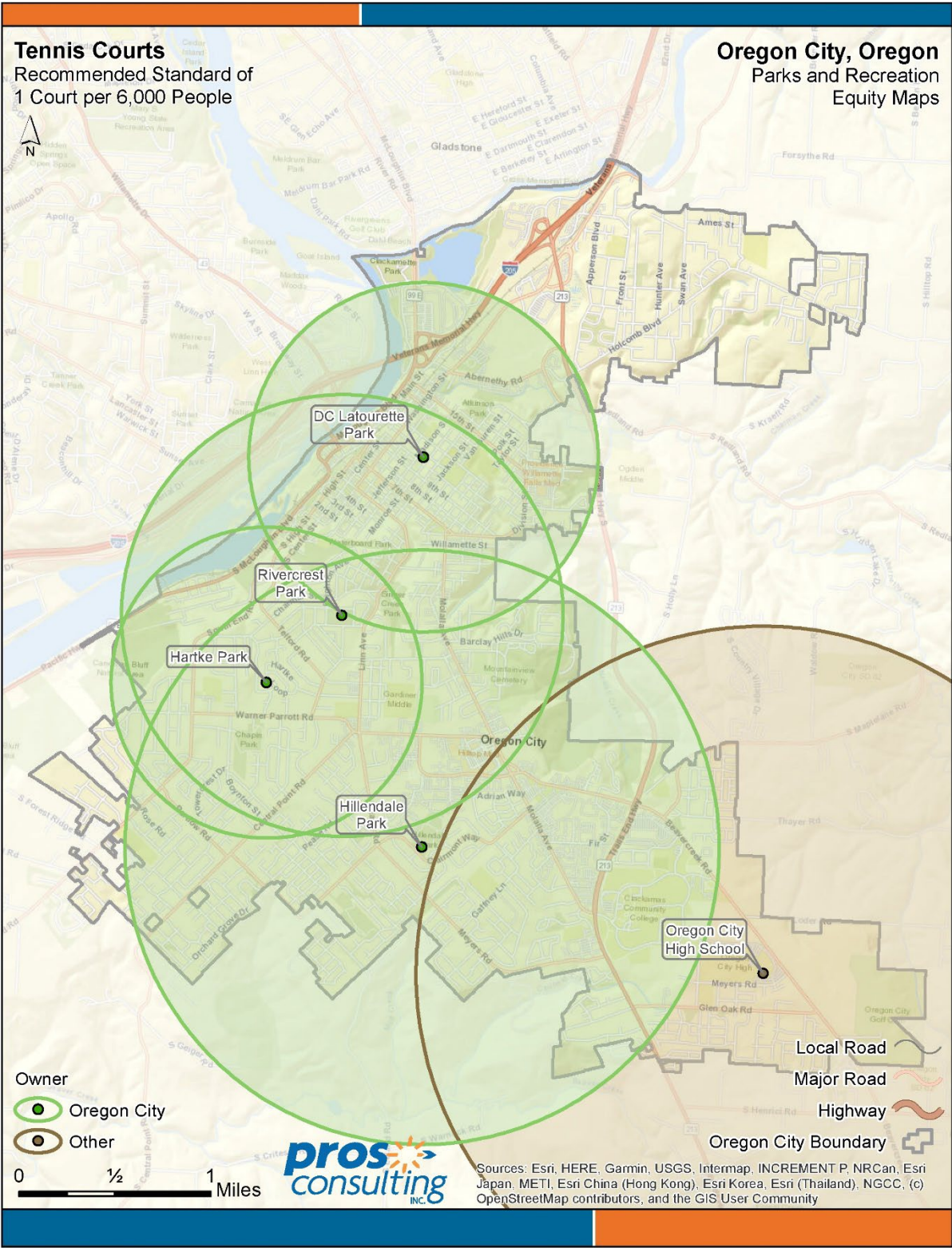


Figure 70: Tennis Courts Map



4.2.18 TRAILS (PAVED & UNPAVED)

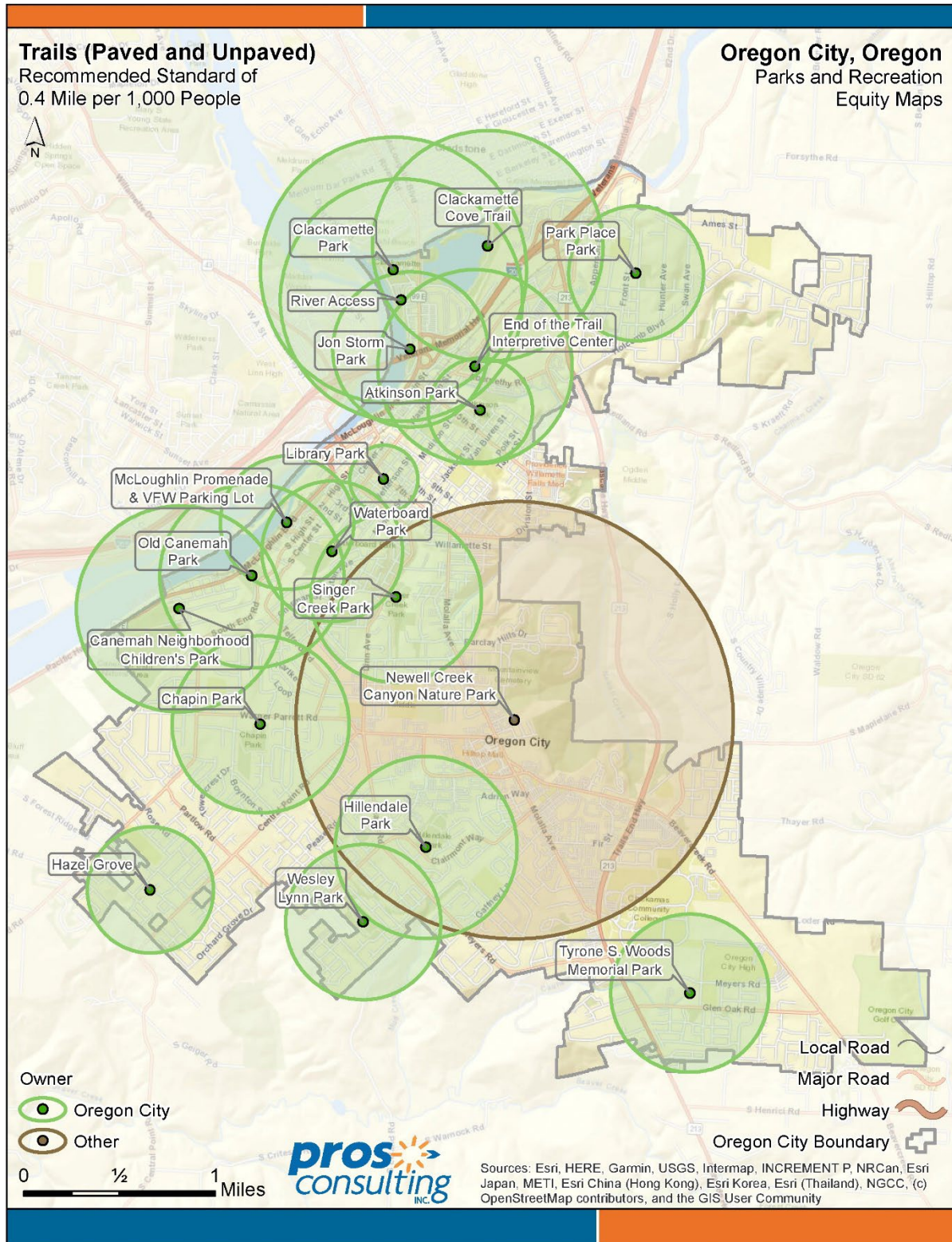


Figure 71: Trails Map

4.2.19 UNFENCED DOG PARKS

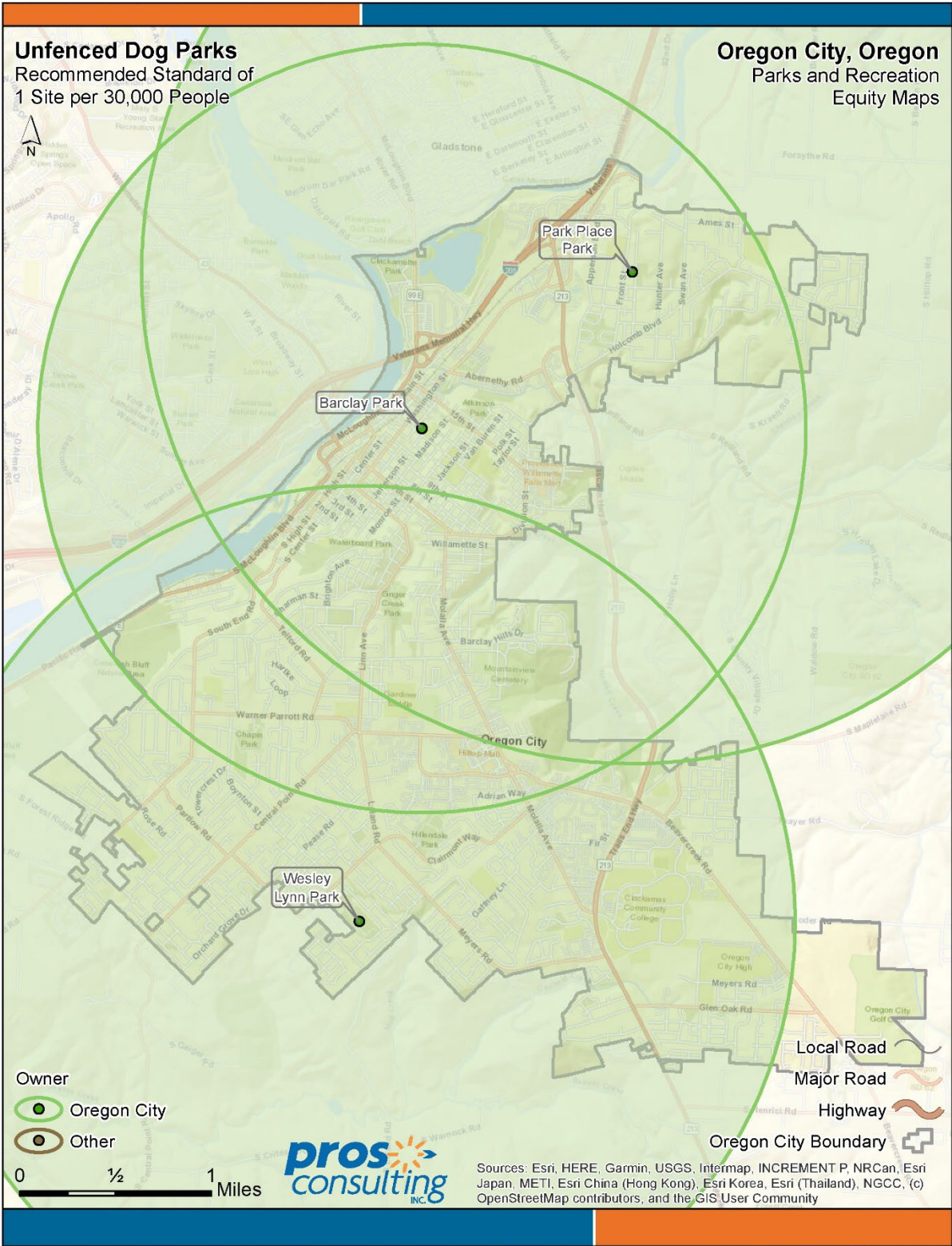


Figure 72: Unfenced Dog Parks Map



4.3 RECREATION PROGRAM AND OPERATIONS ASSESSMENT STUDY

4.3.1 INTRODUCTION

As part of the Plan, the consultant team assessed the recreation programs and operations of the Department. The assessment offers an in-depth perspective of offerings and helps identify strengths, challenges, and opportunities. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, staffing, volunteer and partnership opportunities, and future programs and services for residents and visitors.

The consulting team based these findings and comments on a review of information provided by the Department including program descriptions, financial data, website content, and discussions with staff.



4.3.2 FRAMEWORK

Oregon City Parks and Recreation “strives to create recreation, leisure and cultural opportunities by providing high quality parks, facilities, programming and support services to people of all ages”. To achieve this, the City operates a community center, two spray parks, an indoor aquatics facility, an RV Park, a cemetery, a historical home, 26 parks, and a variety of special events, and recreation programs. Professional, dedicated staff members, along with the assistance of valuable volunteers, manage the year-round recreation programs and activities and maintain parks and open spaces for the enjoyment of people of all ages and abilities.



4.3.3 PROGRAM ASSESSMENT OVERVIEW

Below are some overall observations from the program assessment sheet analysis:

- **Age segment analysis** shows that all eight Core Program Areas have a primary focus on adult programming. Age segmentation needs to be monitored annually to ensure program distribution aligns with the Department’s mission of ensuring it provides services for all ages.
- **Program lifecycles:** Currently 46% of programs fall within the “Saturation” stage (recommended 0-10%) with 23% falling in the “Introduction, Take-Off, Growth” stage (recommended 50-60%). This indicates that the Department may benefit from repositioning programs and adding new opportunities based on community needs and input. A complete description of Lifecycle Stages can be found in [Section 4.3.9](#).
- From a **marketing and promotions** standpoint, the staff utilizes a variety of marketing methods including printed and online program guides, website, flyers/brochures, direct mail, email blasts, marquees signs, in-facility signage, and various social media channels as a part of the marketing mix. The Department would benefit from identifying Return on Investment (ROI) for all marketing initiatives going forward.
- There is an opportunity to increase **social media** presence and use the medium to better tell the department’s story and share the impact it has on the community.
- Currently, **customer feedback** methods are limited. It is highly recommended that the Department begins incorporating user feedback, on a more consistent basis, as a key performance measure that can be tracked over time. Specifically, pre- and post-program evaluation, lost customer surveys, and focus groups are strong feedback tools to be used moving forward.
- The Department’s core program areas currently utilize multiple **pricing strategies**, with all core program areas using at least three different strategies.
- **Cost Recovery Goals** have been captured within the Financial Support & Sustainability Strategy 2021-2023. The Department is currently tracking cost recovery performance and should continue to do so.





4.3.4 PROGRAMMING

To help achieve the Department's mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people. The philosophy of the Core Program Area is to assist staff, policy makers, and the public to focus on what is most important to the community. Program areas are considered as Core if they meet a majority of the following criteria:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the program area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

4.3.5 EXISTING CORE PROGRAM AREAS

In discussions with the Department staff, the consulting team identified 8 Core Program Areas currently being offered.



Figure 73: Existing Core Program Areas

These existing Core Program Areas provide a generally well-rounded and diverse array of programming opportunities for the community. Department staff should evaluate Core Program Areas and the individual programs within them on an annual basis, to ensure offerings are relevant to evolving demographics and trends in the local community.

4.3.6 CORE PROGRAM AREA DESCRIPTIONS & GOALS



Aquatics

•DESCRIPTION

- Recreation, fitness, water safety activities, and education to promote health and safety for all ages.

•GOAL

- Provide programs for all age segments to have an impact on health and safety for the community. Provide life-saving classes.



Arts & Music

•DESCRIPTION

- Creative learning through activities that include painting, music, and crafts.

•GOAL

- Provide a wide range of activities for art and music opportunities to meet the requests of the community.



Community Services

•DESCRIPTION

- Services provided to individuals to support independent and healthy living.

•GOAL

- To provide needed services to the community as effectively as possible so as many citizens can be served as possible and have independent and healthy living.



Cultural & Enrichment

•DESCRIPTION

- Programs that educate, enlighten, or broaden the experiences of individuals.

•GOAL

- Provide events and programs that are for all ages and cultures. To bring in people of other backgrounds into events and services.



Educational

•DESCRIPTION

- Programs that increase knowledge on various subjects.

•GOALS

- Using programs to expand the knowledge of community members on various subjects and topics.



Events

•DESCRIPTION

- A planned public and social occasion that is appealing to a majority of people or specialized interests.

•GOALS

- Provide programs and events that bring a large section of the community together in a space.



Fitness

•DESCRIPTION

- Activities that promote physical health, endurance, strength, and overall health and wellness.

•GOALS

- Provide multiple opportunities for engagement of all levels to participate in activities that support fitness and activity for all physical abilities.



Socialization

•DESCRIPTION

- Opportunities to enhance connections within your community.

•GOALS

- Provide avenues for community members to have opportunities to engage with other members of the community while participating in activities.

4.3.7 EXPANSION OPPORTUNITIES IN CORE PROGRAM AREAS

Based on the results from the Statistically Valid Community Survey, there is a high priority for the expansion of Adult & Senior fitness & wellness programs and Special Events. This data is displayed in the Priority Investment Rating (PIR) chart below. (See Figure 75)

PIR was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The PIR equally weighs:

- (1) the importance that households place on each facility/amenity/program and
- (2) how many households have unmet needs for the facility/amenity/program.

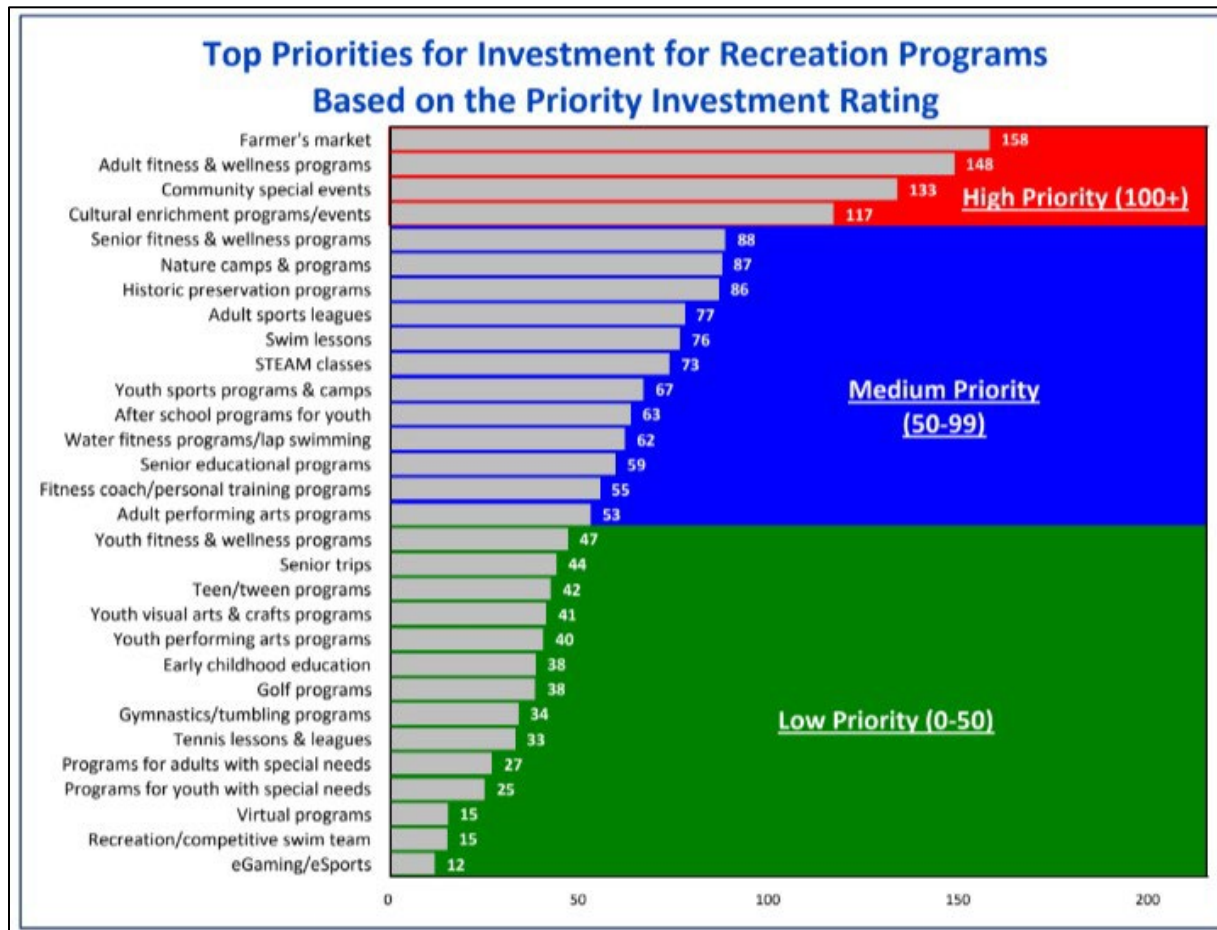


Figure 74: Top Priorities for Program Investment Based on PIR



4.3.8 AGE SEGMENT ANALYSIS

An Age Segment Analysis was completed by Core Program Area, to review the age segments served by different program areas and to identify any gaps in segments served. It is recommended that staff perform an Age Segment Analysis by individual programs to further understand and tailor future offerings to community needs.

The table below depicts each Core Program Area and the most prominent age segments they serve. Recognizing that many Core Program Areas serve multiple age segments, Primary (noted with a 'P') and Secondary (noted with an 'S') markets are identified.

AGE SEGMENT ANALYSIS						
Core Program Area	Preschool (5 and Under)	Elementary (6-12)	Teens (13-17)	Adult (18+)	Senior (55+)	All Ages Programs
Aquatics	P	P	S	P	P	S
Arts & Music	S	S	S	P	P	S
Community Services	S	S	S	P	P	S
Cultural & Enrichment	S	S	S	P	P	P
Educational	S	S	S	P	P	S
Events	S	S	S	P	P	P
Fitness	S	S	S	P	P	S
Socialization	S	S	S	P	P	S

Figure 75: Program Priority by Age Segment

The Department offerings primarily serve adult age segments in all Core Program Areas. Preschool and elementary ages are served as primary audiences in aquatics and all ages are considered primary audiences in cultural & enrichment and events core program areas.

Staff should continue to monitor demographic shifts and program offerings to ensure that the needs of each age group are being met. Approximately 20% of the City's population is youth ages 0-17, yet, very few core programs areas target this age segment as a primary audience. It is ideal to establish a plan including what age segment to target, establish the message, which marketing method(s) to use, create the social media campaign, and determine what to measure for success before allocating resources towards a particular effort.

4.3.9 PROGRAM LIFECYCLE

A Program Lifecycle Analysis involves reviewing each program offered by the Department to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are “fresh” and that relatively few programs if any, need to be discontinued. This analysis is based on both quantitative data and staff members’ knowledge of their program areas. The following table shows the percentage distribution of the various lifecycle categories of the Department’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

Lifecycle Stage	Description	Actual Program Distribution		Recommended Distribution
Introduction	New program; modest participation	4%	23%	50-60% total
Take-Off	Rapid participation growth	1%		
Growth	Moderate, but consistent population growth	18%		
Mature	Slow participation growth	32%	32%	40% total
Saturation	Minimal to no participation growth; extreme competition	46%	46%	0-10% total
Decline	Decline participation	0%		

Figure 76: Program Lifecycle Distribution

The Lifecycle Analysis shows 23% of programs falling within the beginning stages (Introduction, Take-Off, & Growth) 32% in the Mature stage, and almost half of the programs, 46%, falling within the saturation stage.

According to staff, 32% of all program offerings currently fall into the Mature Stage. With 23% of programs being in the Growth Stage (some of which will transition into the Mature stage), we can expect the percentage of mature programs to continue growing. The Mature Stage anchors a program portfolio, and it is recommended to have roughly 40% of programs within this category to achieve a stable foundation.

46% of programs have been identified as Saturated or Declining (0-10% Recommended Distribution). It is a natural progression for programs to eventually evolve into saturation and decline stages. This is a function of limited indoor recreation (Community Services, Cultural Enrichment) and particularly indoor aquatic space (as indicated by staff in their assessments) for the Department to expand into, thus resulting in minimal or no participation growth despite community interest. This Plan will help the Department explore options to expand space and/or partnerships for increased capacity to ensure community needs are met. For programs that are Saturated due to lack of interest, the Department could explore ways to reposition or replace them based on community needs and trends.

Staff should complete a Program Lifecycle Analysis annually and ensure that the percentage distribution closely aligns with desired performance. The Department could also include annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.



4.3.10 PROGRAM SERVICES CLASSIFICATION

Conducting a classification of services analysis informs how each program serves the overall organizational mission, the goals and objectives of each Core Program Area, and how the program should be funded regarding tax dollars and/or user fees and charges. A program's classification can help determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. **Public** benefit can be described as everyone receiving the same level of benefit with equal access, whereas **private** benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

For this exercise, the Department used a classification method based on three categories: **Essential Services**, **Important Services**, and **Value-Added Services**. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The following graphic describes each of the three program classifications.



Figure 77: Program Services Classifications

With assistance from staff, all recreation programs offered by the Department were classified into three categories. The results presented in the following table represent the current classification of recreation program services. Programs should be assigned ranges for cost recovery goals within those overall categories. A full program list organized by Core Program Areas can be found in **APPENDIX A**.

Program Classification			
Factors	Essential	Important	Value-Added
Public interest; Legal Mandate; Mission Alignment	High public expectation	High public expectation	High individual and interest group expectation
Financial Sustainability	Free, nominal or fee tailored to public needs, Requires public funding	Fees cover some direct costs, Requires a balance of public funding and a cost recovery target	Fees cover most direct and indirect costs, Some public funding as appropriate
Benefits (health, safety, protection of assets, etc.)	Substantial public benefit (negative consequence if not provided)	Public and individual benefit	Primarily individual benefit
Competition in the Market	Limited or no alternative providers	Alternative providers unable to meet demand or need	Alternative providers readily available
Access	Open access by all	Open access Limited access to specific users	Limited access to specific users
Best Practice Cost Recovery Goal*	0 - 50%	50% - 75%	75% - 100%+
Program Distribution	23%	34%	43%

Figure 78: Program Services Classification Distribution

4.3.11 COST-OF-SERVICE & COST RECOVERY

Cost recovery targets should at least be identified for each Core Program Area, and for specific programs or events when realistic. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics including administrative costs. Theoretically, staff should review how programs are grouped for similar cost recovery and subsidy goals to determine if current practices still meet management outcomes.

Determining cost recovery performance and using it to make informed pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide (as completed in the previous section).
2. Conduct a Cost-of-Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps and adjust program prices accordingly.

UNDERSTANDING THE FULL COST-OF-SERVICE

To develop specific cost recovery targets, full cost of accounting needs to be created for each class or program that accurately calculates direct and indirect costs. Cost recovery goals are established once these numbers are in place, and the Department's program staff should be trained on this process. A Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon



accurate delivery costs. The figure below illustrates the common types of costs that must be accounted for in a Cost-of-Service Analysis.



Figure 79: Total Costs for Activity

The methodology for determining the total Cost-of-Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per-unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service

Agencies use Cost-of-Service Analysis to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by the Department between one another. Cost recovery goals are established once Cost-of-Service totals have been calculated. Program staff should be trained on the process of conducting a Cost-of-Service Analysis and the process should be undertaken on a regular basis.

CURRENT COST RECOVERY

Who benefits from a program or service is one of the key factors in determining pricing. As services become more individualized, higher levels of cost recovery are appropriate and expected. The pricing model, illustrated below, graphically depicts this concept. As the level of benefit to the individual increases, so does the level of cost recovery for that service.

Financial Support & Sustainability Strategy

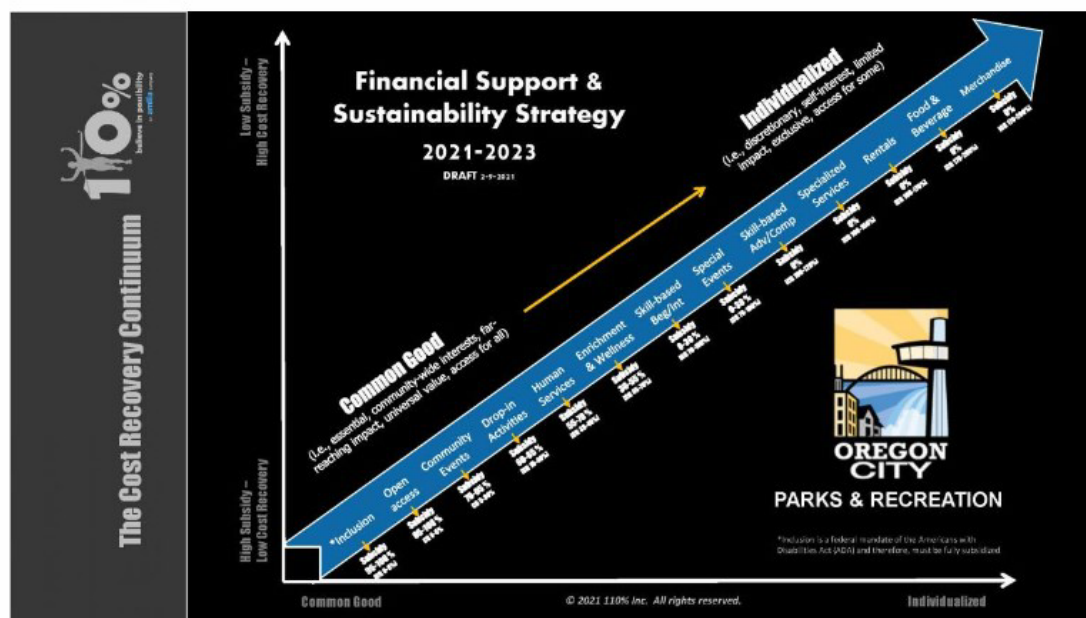


Figure 8: Oregon City Cost Recovery Model

In October 2020, the Oregon City Parks and Recreation Department undertook a comprehensive cost recovery analysis leading to the development of the Financial Support and Sustainability Policy. This policy, adopted on October 20, 2021, and enacted on July 1, 2022, was designed to balance the costs and benefits to the community. Services with more individual benefits have lower subsidies, while those with broader community benefits are subsidized more. Historically, sports groups enjoyed free exclusive use of courts and fields, but increasing demand over the past decade prompted the city to revisit this. The revised policy now requires a fee for exclusive field and court use, with residents paying \$10 per hour and non-residents \$15 per hour. These adjustments also channel more support to other community programs, such as Meals on Wheels, service/veteran counseling, and enrichment programs. The department, though lean in staff, focuses on serving the larger community. While rate increases took effect from July 1st, 2022, the city remains committed to equity, offering scholarships, payment plans, and more to ensure accessible and inclusive recreational opportunities.

4.3.12 PRICING

Pricing strategies are one mechanism agencies can use to influence cost recovery.

Staff should monitor the effectiveness of the various pricing strategies they employ and adjust as necessary. It is also important to continue monitoring for yearly competitors and other service providers (i.e., similar providers) as found in [Appendix E](#). The table below details pricing methods currently in place by each Core Program Area and additional areas for strategies to implement over time.

PRICING STRATEGIES										
Core Program Area	Age Segment	Family / Household Status	Residency	Weekday / Weekend	Prime / Non-Prime Time	Group Discounts	By Location	By Competition (Market Rate)	By Cost Recovery Goals	By Customer's Ability to Pay
	Different prices offered for different ages	Different prices offered for family / household groups	Different prices for resident vs non-resident	Different prices for different days of the week	Different prices for different times of the day	Different prices for groups	Different prices at different locations	Competitors' prices influence your price	Dept. cost recovery goals influence your price	Scholarships, subsidies, discounted rates offered for low-income
Aquatics	X	X	X			X		X	X	X
Arts & Music	X		X						X	
Community Services	X		X						X	
Cultural & Enrichment	X		X					X	X	
Educational	X		X						X	X
Events	X		X						X	
Fitness	X		X						X	
Socialization	X		X						X	

Figure 80: Pricing Strategy Usage

4.3.13 PROGRAM STRATEGY RECOMMENDATIONS

In general, the Department program staff should continue the cycle of evaluating programs on both individual merits and program mix. This can be completed at one time on an annual basis, or in batches at key seasonal points of the year, as long as each program is checked once per year. The following tools and strategies can help facilitate this evaluation process:

MINI BUSINESS PLANS

The consulting team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be updated on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, Cost-of-Service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes in addition to marketing and communication tools. See [Appendix F](#) for a template.

PROGRAM DEVELOPMENT & DECISION-MAKING MATRIX

When developing program plans and strategies, it is useful to consider all the Core Program Areas and individual program analyses discussed in this Program Assessment. Lifecycle, Age Segment, Classification, and Cost Recovery Goals should all be tracked, and this information, along with the latest demographic trends and community input, should be factors that lead to program decision-making. Community input can help staff focus on specific program areas to develop new opportunities in what group of citizens to target, including the best marketing methods to use.

A simple, easy-to-use tool similar to **Figure 82** below will help compare programs and prioritize resources using multiple data points, rather than relying solely on cost recovery. In addition, this analysis will help staff make an informed, objective case to the public when a program in decline, but beloved by a few, is retired.

If the program/service is determined to have high priority, appropriate cost recovery, good age segment appeal, good partnership potential, and strong market conditions, the next step is to determine the marketing methods by completing a similar exercise as the one seen below.

Marketing & Promotion Methods				
Program Idea (Name or Concept): _____				
Marketing Methods	Content Developed	Contact Information	Start Date	
Activity Guide				
Website				
Newspaper Article				
Radio				
Social Media				
Flyers - Public Places				
Newspaper Ad				
Email Notification				
Event Website				
School Flyer/Newsletter				
Television				
Digital Sign				
Friends & Neighbors Groups				
Staff Promotion @ Events				

Internal Factors				
Priority Ranking:	High	Medium	Low	
Program Area:	Core	Non-core		
Classification	Essential	Important	Discretionary	
Cost Recovery Range	0-40%	60-80%	80+%	
Age Segment	Primary	Secondary		
Sponsorship/Partnership				
Potential Partnerships	Monetary	Volunteers	Partner Skill	Location/Space
Potential Sponsors	Monetary	Volunteers	Sponsor Skill	Location/Space
Market Competition				
Number of Competitors				
Competitiveness	High	Medium	Low	
Growth Potential	High	Low		

Figure 81: Program Development Template

PROGRAM EVALUATION CYCLE (WITH LIFECYCLE STAGES)

Using the Age Segment and Lifecycle analysis and other established criteria, program staff should evaluate programs on an annual basis to determine the program mix. This can be incorporated into the Program Operating/Business Plan process. A diagram of the program evaluation cycle and program lifecycle is found in **Figure 82** below. During the Beginning Stages, program staff should establish program goals, design program scenarios, and components, and develop the program operating/business plan. Regular program evaluations will help determine the future of a program.

If participation levels are still growing, continue to provide the program. When participation growth is slowing (or non-existent) or competition increases, staff should look at modifying the program to re-energize the customers to participate. When program participation is consistently declining, staff should terminate the program and replace it with a new program based on the public's priority ranking and/or in activity areas that are trending nationally/regionally/locally, while taking into consideration the anticipated local participation percentage.

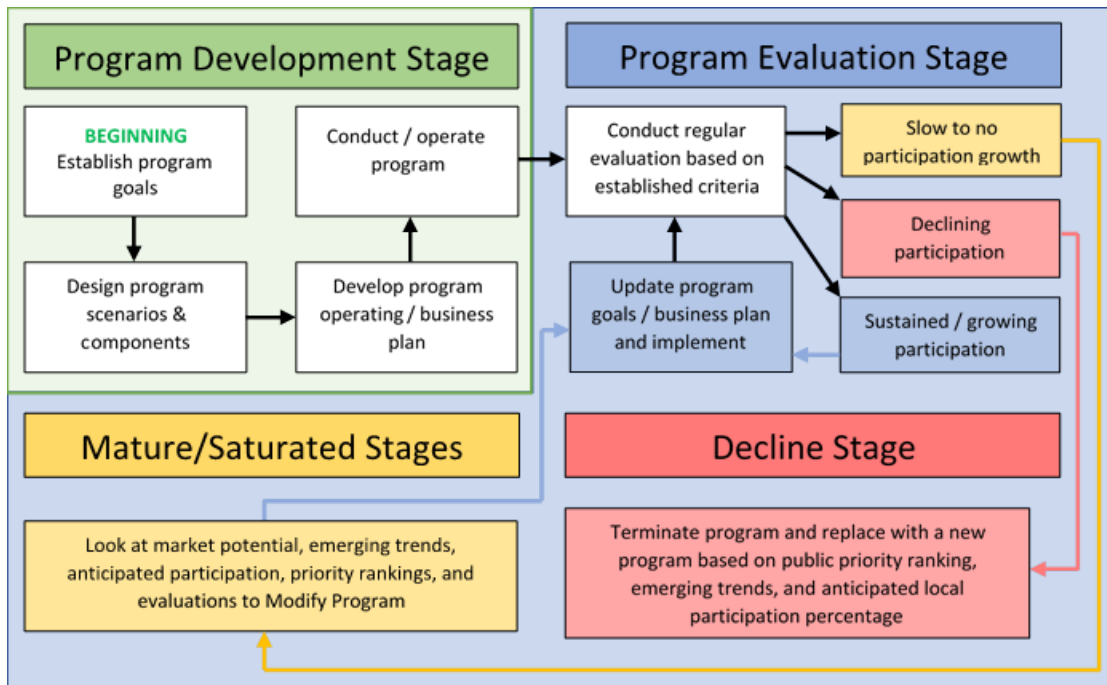


Figure 82: Evaluation Cycle with Program Lifecycle Logic Matrix

4.3.14 CURRENT RECREATION MARKETING AND COMMUNICATIONS

The Department uses a variety of marketing strategies combining traditional (flyers and brochures) with modern (social media) strategies to advance its message when promoting activities.

The list of marketing approaches used by the Department includes:

- Program Guides (print & online)
- Website
- Smart/mobile phone enabled site
- Flyers and/or brochures
- Direct mail
- Email blasts and/listserv
- Public Service Announcements
- Road sign Marquees
- Paid Advertisements
- In-Facility signage
- Social Media (Facebook, Instagram & YouTube) - YouTube used primarily during the onset of the pandemic.
- QR Codes

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the “right” methods of delivery. The Department has a broad distribution of delivery methods for promoting programs. It is imperative to continue updating the marketing plan annually to provide information for community needs, demographics, and recreation trends.

An effective marketing plan must build upon and integrate supporting plans and directly coordinate with the organization’s priorities. The plan should also provide specific guidance as to how the Department’s identity and brand is to be consistently portrayed across the multiple methods and deliverables used for communication.

4.3.15 WEBSITE

The Department website can be reached at the domain name <https://www.orcity.org/parksandrecreation>. The bottom of the page has Google translate embedded into the site allowing translation to over 130 languages.

The website has recently been updated for a cleaner look and easier navigation, along with appealing visuals. It features several buttons that link to various Department subpages (Aquatics, Clackamette RV Park, Ermatinger House, Pioneer Community Center, Parks & Trails, and Rentals). Just below these buttons, you'll find a section titled "Parks & Recreation Top Links." This section provides direct links to Activity Registration, Donations, Master Fee Schedule, Meals On Wheels, Park Projects, Special Events, Sports And Fitness, and Swimming Lessons, making it easy for users to find important information swiftly.

While the website upgrade made many improvements, there is still an opportunity to incorporate more storytelling throughout the pages that encapsulate the mission, vision, and values of the Department.

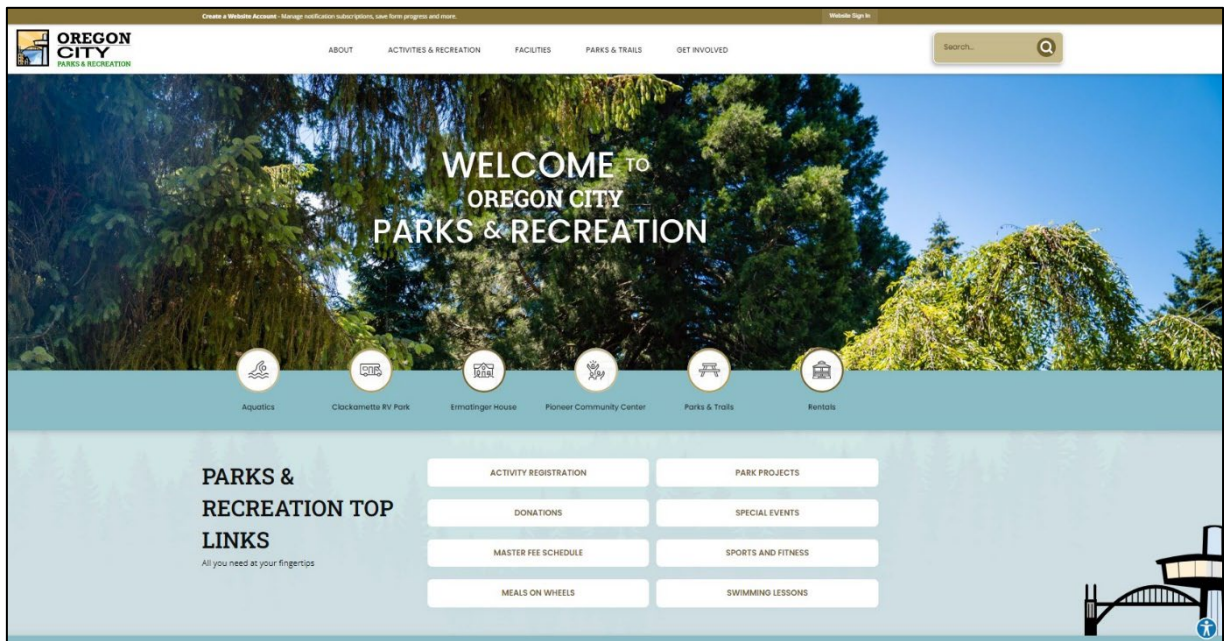


Figure 83: Oregon City Parks and Recreation Department Homepage

4.3.16 SOCIAL MEDIA

Oregon City utilizes Web 2.0 technology through Facebook, Instagram, and YouTube. Here is a quick analysis of the Department by each platform. All numbers are as of January 2023.



FACEBOOK

- 3,100 followers
- Posts multiple times a week.
- Used to promote programs and activities and share news of the happenings within the Department.
- Most posts are informative with few posts that encourage follower interactions or engagement
- Recommendations for Facebook content include more photos of participants engaged in events and activities, short videos, and curated content.

INSTAGRAM

- 2,040 followers
- Bi-weekly posts
- More engaging posts than Facebook including participant photos and reels
- Recommendations for Instagram include infographics, more participant photos engaged in activities and events

YOUTUBE (OREGON CITY)

- 433 Subscribers
- Most videos are Commission, Board, and Committee meetings
- Recommendations for YouTube include videos sharing stories of the Department and the good you do in the community

LINKEDIN (OREGON CITY)

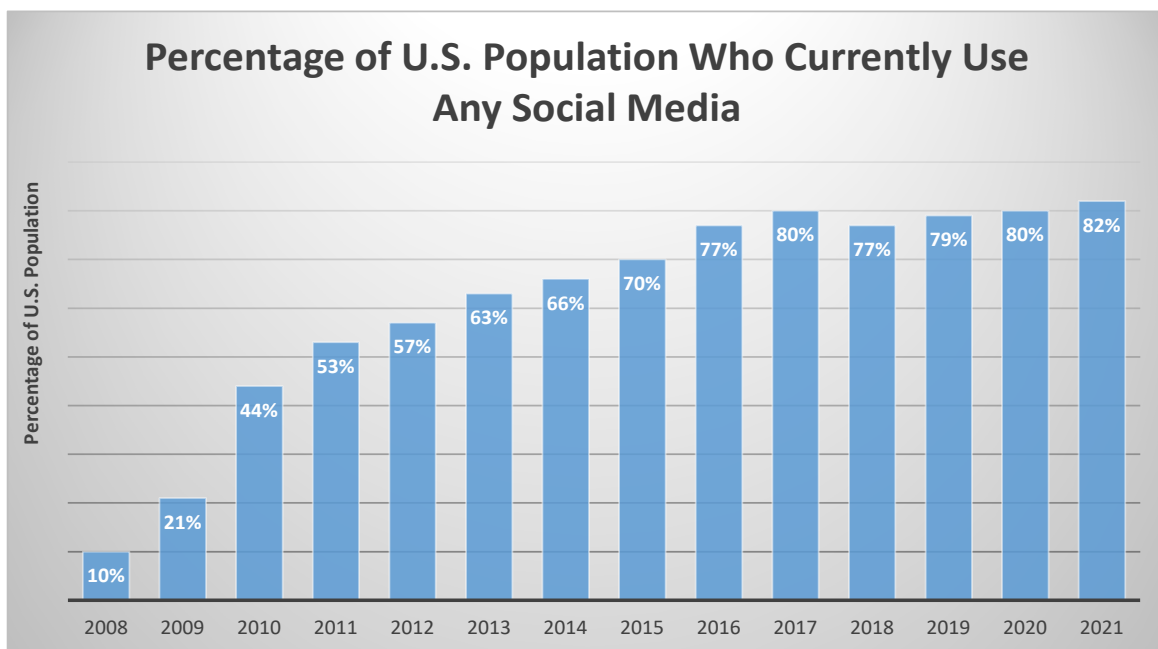
- 625 Followers
- 54 employees
- Last post was a job announcement dated 2 months ago
- Recommendations for LinkedIn include professional content, examples of your organizational culture, company news and job opportunities

The key to successful implementation of a social network is to move participants from awareness to action and creating greater user engagement. This could be done by:

- Allowing controlled ‘user generated content’ by encouraging users to send in their pictures from special events or programs.
- Leveraging the website to obtain customer feedback for programs, parks and facilities and customer service.
- Conducting an annual website strategy workshop with the staff to identify ways and means that the website can support the City’s Social Media Trends.
- Utilizing TikTok to engage with younger demographics and share your story.
- Better engaging on LinkedIn to promote your organizational culture and employment opportunities.
- Utilizing a Content Calendar to set posting schedule.

SOCIAL MEDIA USERS

Over the last decade, social media has become one of the Country’s fastest growing trends. From only ten (10%) percent of the U.S. population using social media in 2008, today, we see an estimated eighty-two (82%) percent of the country using some form of social media. With such a large percentage of the population using these online media platforms in their daily lives, it becomes essential for the City to take advantage of these marketing opportunities. Social media can be a useful and affordable tool to reach current and potentially new system users. Such platforms as Facebook, YouTube, Instagram, Pinterest, TikTok, Twitter, or LinkedIn are extremely popular with not only today’s youth but also young and middle-aged adults.

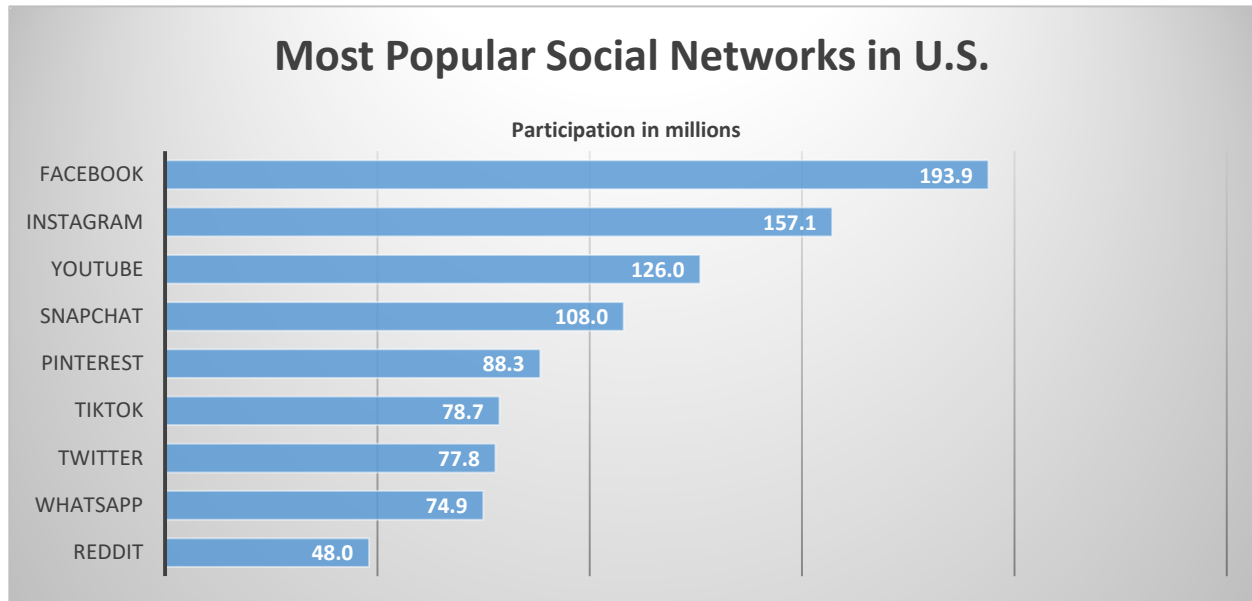


Source: <https://www.statista.com>

Figure 84: U.S. Population Using Social Media

SOCIAL MEDIA PLATFORMS

Below is a chart that depicts the most frequently used social media sites throughout the world. As of October 2021, Facebook stood out as the most heavily trafficked social media platform, with an estimated 2.9 billion visitors per month. YouTube is second with 2.3 billion visitors per month. TikTok had the highest growth rate at 85.3% in 2021.

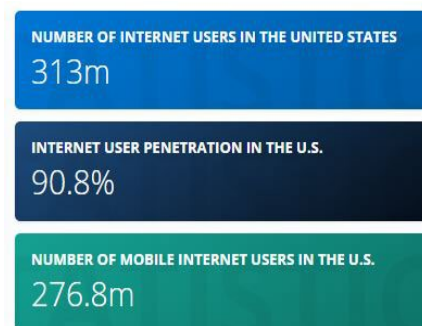


Source: [www. https://www.statista.com](https://www.statista.com)

Figure 85: Most Popular Social Media Networks in the U.S.

MEDIUMS USED TO ACCESS THE INTERNET

The neighboring image is taken directly from Statista.com and depicts the number of internet users in the United States, internet penetration in the U.S., and the number of mobile internet users in the U.S. Less than 10% of surveyed adults state they did not use the internet in 2021.



Source: www.statista.com/topics/2237/internet-usage-in-the-united-states/

Figure 86: Internet Users in the U.S.

4.3.17 MARKETING AND COMMUNICATIONS RECOMMENDATIONS

- Create a Department marketing plan including the components and strategies identified in this report.
- Establish priority segments to target in terms of new program/service development and communication tactics.
- Establish and review regularly, performance measures for marketing; performance measures can be tracked through customer surveys as well as some web-based metrics.
- Leverage relationships with partners to enhance marketing efforts through cross-promotion that include defined measurable outcomes.



4.3.18 VOLUNTEER AND PARTNERSHIP MANAGEMENT

Today's realities require most public parks and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Effective partnerships and meaningful volunteerism are key strategy areas for the Department to meet the needs of the community in the years to come.

CURRENT VOLUNTEER MANAGEMENT

When managed with respect and used strategically, volunteers can serve as the primary advocates for the City and its offerings. Currently, Oregon City has volunteer opportunities posted on the Department's website, underneath "Get Involved".



From a user's point of view, the process for finding volunteer opportunities appears fragmented. Each location has its own separate listing and follows a different procedure, making the overall experience inconsistent.

It is recommended that the volunteer pages be combined into one webpage and include the online application, a downloadable application, volunteer opportunity descriptions, and department contact information.

4.3.19 PARTNERSHIPS



The Department currently works with several different types of partners throughout the community. These partnerships support the facilitation of programs and sponsorships of community events. As with tracking of volunteer hours, tracking partnerships helps show leadership how well staff can leverage resources.

The following recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage potential internal and external conflicts. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership including an annual review to determine renewal potential.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes to determine renewal potential and opportunities to strengthen the partnership.

Additional partnerships can be pursued and developed with other public entities such as neighboring towns/cities, colleges, state or federal agencies, not-for-profit organizations, as well as with private or for-profit organizations. There are recommended standard policies and practices that will apply to any partnership and those that are unique to relationships with private, for-profit entities.

4.3.20 VOLUNTEER AND PARTNERSHIP RECOMMENDATIONS

The planning team recommends the following regarding volunteers and partnerships:

ESTABLISH FORMAL VOLUNTEER AND PARTNERSHIP POLICIES AND AGREEMENTS

Following the recommended practices listed in the previous section as well as in **Appendix C**, continue to monitor and update established volunteer and partner policies and agreements which are tailored to the different types of volunteers and partnerships the Department encounters. Additionally, begin tracking volunteer metrics more consistently, including individual volunteers used annually and volunteer hours donated annually. Lastly, begin identifying measurable outcomes for each partnership and track these metrics.



4.3.21 CURRENT STAFFING

The Oregon City Parks and Recreation Organizational Charts (**Figures 92-96**) shows the Department operates at nearly 43 FTE, which puts the department at about 11.3 FTEs for every 10,000 residents in their jurisdiction. This puts them just below the national median of 11.8 FTEs per 10,000 residents.

A full summary of national benchmarks regarding staff can be found in the 2022 NRPA Agency Performance review at:

<https://www.nrpa.org/siteassets/2022-nrpa-agency-performance-review.pdf>

MANAGEMENT TEAM



Figure 87: Management Team Org Chart

AQUATICS & RECREATION ORG CHART

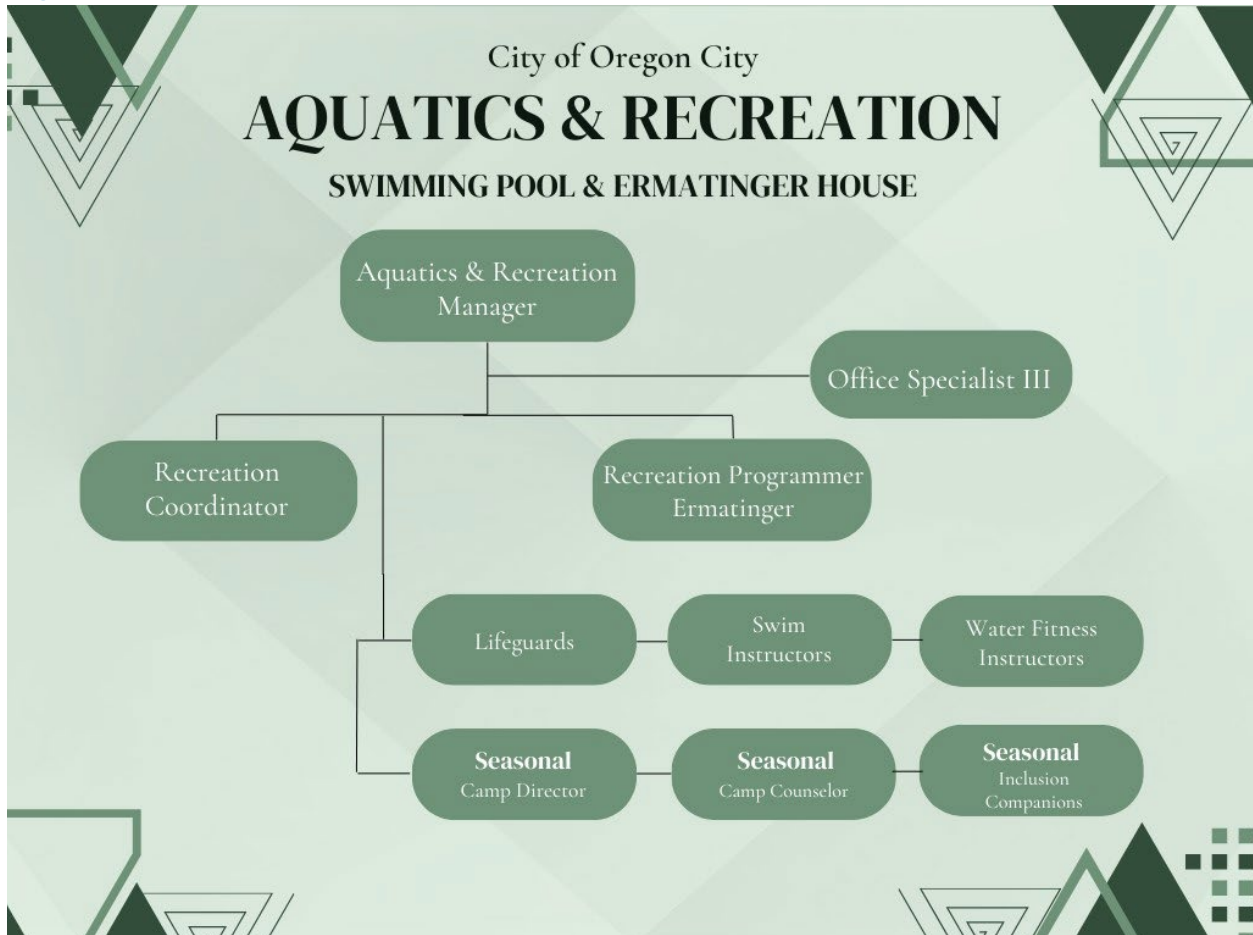


Figure 88: Aquatics & Recreation Org Chart

FACILITIES ORG CHART

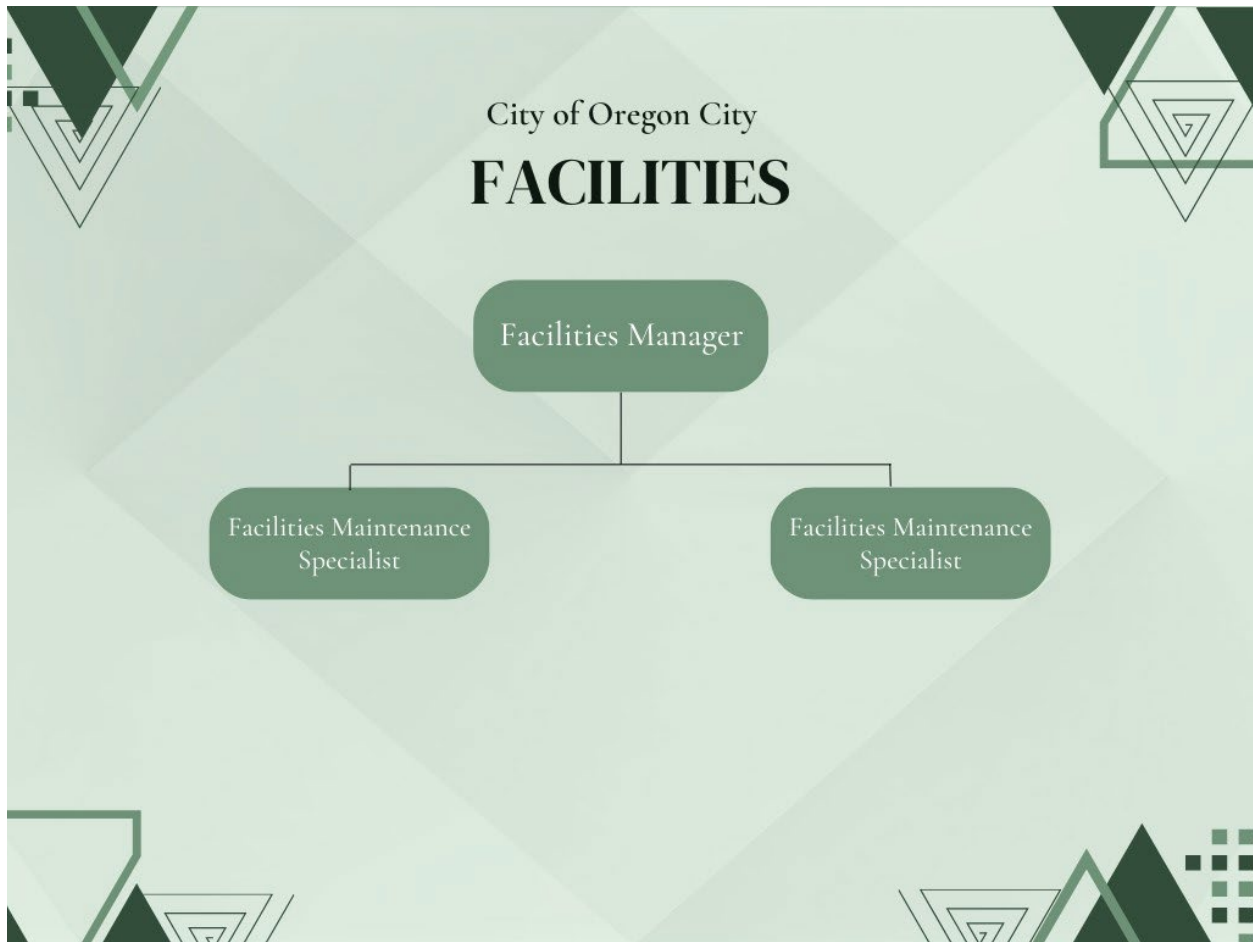


Figure 89: Facilities Org Chart

PARKS & CEMETERY ORG CHART

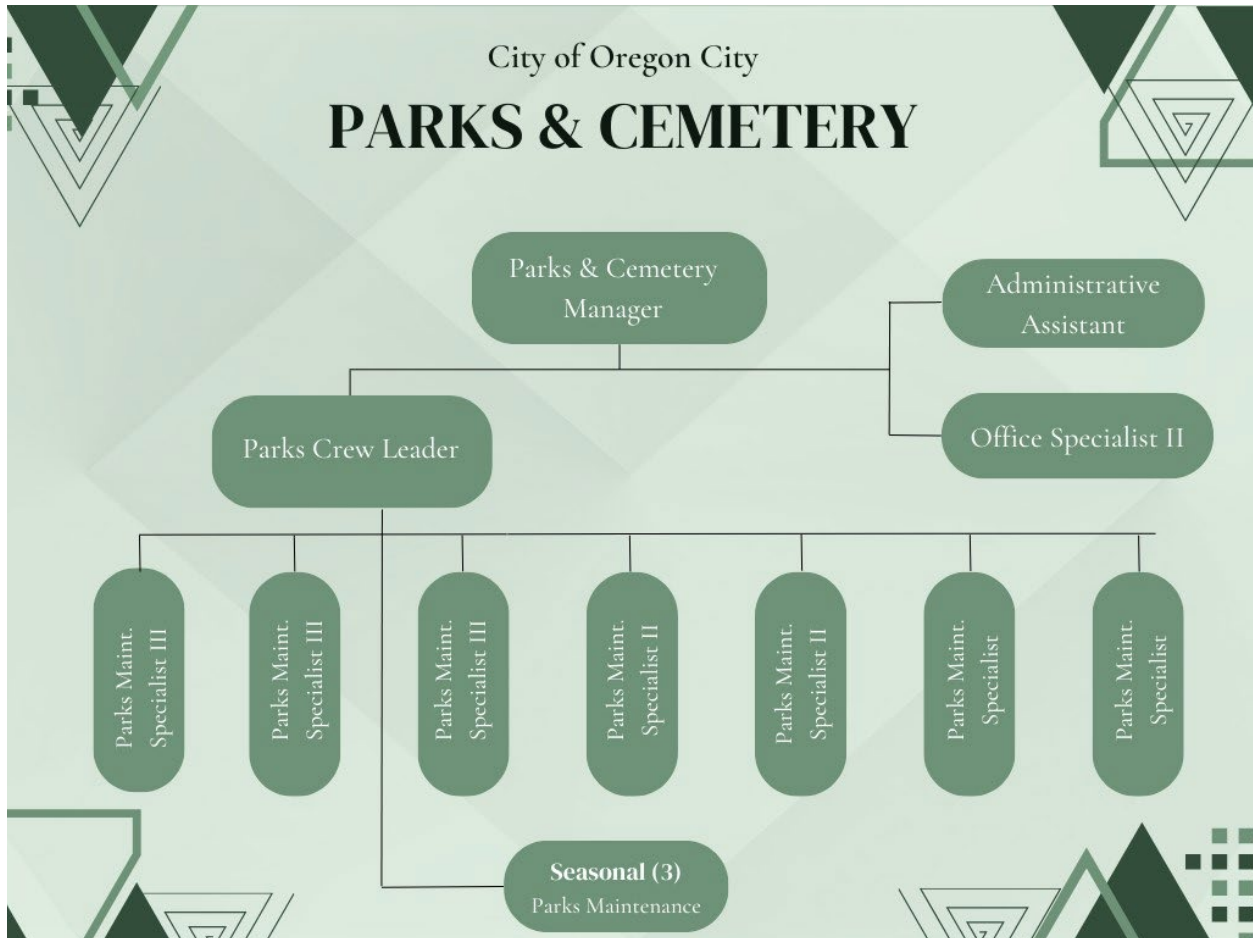


Figure 90: Parks & Cemetery Org Chart

PIONEER CENTER ORG CHART



Figure 91: Pioneer Center Org Chart

As the agency looks to evolve and grow, it will be critical to identify ways not just to right-size the Department but to right-staff it. With the growing community emphasis on special events, adult and senior fitness & wellness programs (including Pickleball), it will be essential to have dedicated staff to expand and manage these programs.

The following chart is from the 2022 National Recreation and Park Association Agency Performance Review and outlines the average percentage distribution of staff responsibilities. This will be a helpful benchmark for the Department as it grows and aligns its staff with the growing community needs.

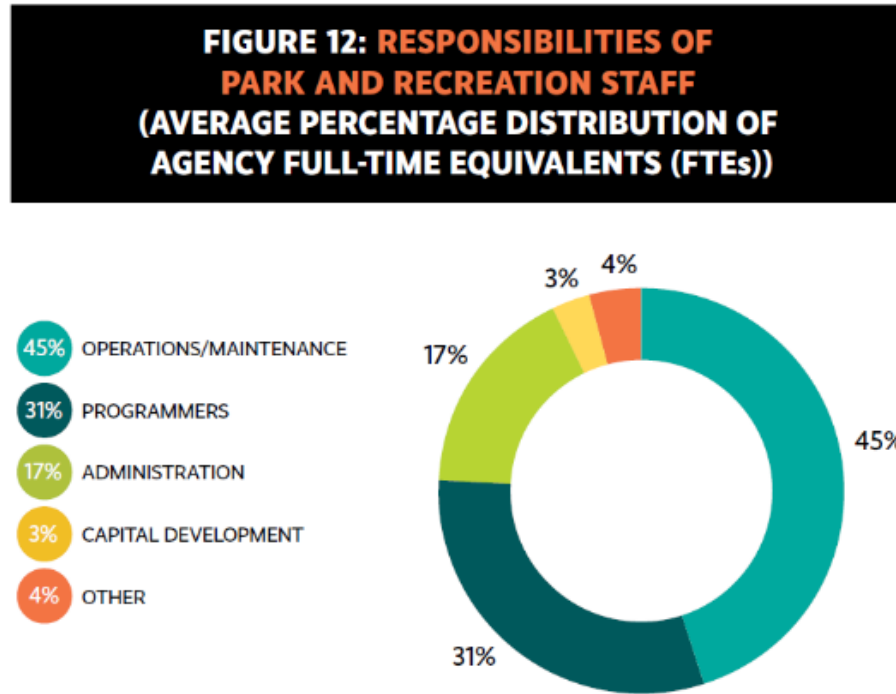


Figure 92: NRPA Responsibilities of Park and Recreation Staff

4.3.22 CONCLUSION

The consultant team has highlighted a few important recommendations from the report. These recommendations may change with any shifts in demographics, Department structure, and community and Department priorities.

- **Core Program Areas:** The Department will need to continue evaluating Core Program Areas as priorities shift and the community demographics evolve. Align Core Program Areas with the community needs from the statistically valid survey results. The Department staff should evaluate Core Program Areas and the individual programs within them, ideally, on an annual basis, to ensure offerings remain aligned with community needs.
- **Age Segments:** The Department should consider expanding programs and activities targeting youth ages 0-17 and expanding programs for adults and seniors focusing on physical health goals.
- **Program Lifecycle Analysis:** The Department should complete a lifecycle analysis on an annual basis and ensure that the percentage distribution closely aligns with the desired performance. Additionally, the Department could include annual performance measures for core program areas to track participation, customer retention, and percentage of new programs as an incentive for innovation and alignment with community trends.
- **Program Development and Marketing Plan:** Each new program and existing program should have a solid program development and marketing plan. The Department needs to ensure target markets and age segmentations are being reached through the appropriate media. Social Media should be utilized at a higher level to share the Department's story and help the community understand the importance of the work you do.
- **Volunteer and Partnership:** Management is important to continue to assist with meeting the needs of the community. The Department should know the cost of providing this service and compare it to the outcomes being achieved. This will help demonstrate leveraging resources and ensure that the outcomes match the effort.





CHAPTER FIVE - ACTION PLAN & PARKS MASTER PLAN DEVELOPMENT

5.1 SYSTEMS EXPENDITURE FORECAST

The charts included here are from Facility Condition Assessments that Bureau Veritas performed in March 2021. Their purpose is to evaluate the present overall physical state of the property on the inspection day and to assess potential future needs for replacement reserves.

Replacement Reserves, sometimes referred to as Lifecycle or Renewals, account for regular renewal expenses or expenditures that don't fall under operation or maintenance costs. These reserves should be planned for annually, as their frequency and cost can be fairly predictable. They might also include components or systems with an uncertain lifespan but have a possibility of failing within a specific estimated timeframe.

Replacement Reserves generally do not include components or systems that are expected to last beyond the reserve term, and those that don't significantly impact the structural and mechanical soundness of the property. Costs from unforeseeable events like acts of God, accidents, or other incidents typically covered by insurance, instead of reserves, are also omitted.

Replacement costs were developed through discussions with the property owners or managers, service companies, manufacturers' representatives, and from our past experience in devising such schedules for comparable facilities. We also consider costs for tasks carried out by the owner's or property manager's maintenance staff.

Bureau Veritas's reserve methodology includes the identification and quantification of systems or components that will need capital reserve funds during the assessment period, defined as the effective age plus the reserve term. Additional data about each system or component's respective replacement costs (in today's dollars), average expected useful lives, and remaining useful lives were estimated for creating a funding schedule. The Replacement Reserves Schedule assumes that all necessary remedial work has been done, or funds have been allocated for Immediate Needs.

For this report's System Expenditure Forecasts, the Replacement Reserves have been divided into these categories: Short Term (years 1-2), Near Term (years 3-5), Medium Term (years 6-10), and Long Term (years 11-20). Bureau Vista's full Facility Condition Assessments can be found in [Appendix G](#).

5.1.1 ERMATINGER HOUSE

System	Immediate	Short Term (1-2 yr)	Near Term (3-5 yr)	Med. Term (6-10 yr)	Long Term (11-20 yr)	TOTAL
Accessibility	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Electrical	\$ -	\$ -	\$ 663	\$ -	\$ 54,360	\$ 55,023
Equipment & Furnishings	\$ -	\$ -	\$ -	\$ -	\$ 4,860	\$ 4,860
Façade	\$ -	\$ -	\$ 20,797	\$ 156,189	\$ 135,954	\$ 312,940
Fire Alarm & Electronic Systems	\$ -	\$ -	\$ -	\$ 26,206	\$ -	\$ 26,206
Fire Protection	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
HVAC	\$ -	\$ -	\$ -	\$ 12,404	\$ 12,557	\$ 24,961
Interiors	\$ -	\$ -	\$ 21,248	\$ 23,157	\$ 129,882	\$ 174,287
Plumbing	\$ -	\$ -	\$ -	\$ 2,271	\$ -	\$ 2,271
Roofing	\$ -	\$ -	\$ -	\$ 3,930	\$ 48,573	\$ 52,503
Site Development	\$ -	\$ -	\$ -	\$ 4,540	\$ -	\$ 4,540
Site Pavement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Structure	\$ -	\$ -	\$ -	\$ -	\$ 5,635	\$ 5,635
TOTALS	\$ -	\$ -	\$ 42,708	\$ 228,697	\$ 391,821	\$ 663,226

Figure 93: Ermatinger House Systems Expenditure Forecast

5.1.2 SPORTCRAFT LANDING

System	Immediate	Short Term (1-2 yr)	Near Term (3-5 yr)	Med. Term (6-10 yr)	Long Term (11-20 yr)	TOTAL
Site Development	\$ -	\$ -	\$ -	\$ -	\$ 12,152	\$ 12,152
Site Pavement	\$ -	\$ 251,146	\$ 56,331	\$ 28,869	\$ 131,433	\$ 467,779
Special Construction & Demo	\$ -	\$ -	\$ -	\$ 5,590	\$ 97,217	\$ 102,807
TOTALS	\$ -	\$ 251,146	\$ 56,331	\$ 34,459	\$ 240,802	\$ 582,738

Figure 94: Sportcraft Landing Systems Expenditure Forecast

5.1.3 STAFFORD PARK

System	Immediate	Short Term (1-2 yr)	Near Term (3-5 yr)	Med. Term (6-10 yr)	Long Term (11-20 yr)	TOTAL
Accessibility	\$ 15,600	\$ -	\$ -	\$ -	\$ -	\$ 15,600
Site Development	\$ -	\$ 1,172	\$ -	\$ 2,970	\$ 7,999	\$ 12,141
Site Pavement	\$ 7,150	\$ 1,241	\$ -	\$ 11,047	\$ 17,778	\$ 37,216
TOTALS	\$ 22,750	\$ 2,413	\$ -	\$ 14,017	\$ 25,777	\$ 64,957

Figure 95: Stafford Park Systems Expenditure Forecast



5.1.4 STRAIGHT CEMETERY

System	Immediate	Short Term (1-2 yr)	Near Term (3-5 yr)	Med. Term (6-10 yr)	Long Term (11-20 yr)	TOTAL
Site Development	\$ 11,160	\$ -	\$ 2,130	\$ 4,999	\$ 20,155	\$ 38,444
Site Pavement	\$ -	\$ -	\$ -	\$ -	\$ 16,905	\$ 16,905
TOTALS	\$ 11,160	\$ -	\$ 2,130	\$ 4,999	\$ 37,060	\$ 55,349

Figure 96: Straight Cemetery Systems Expenditure Forecast

5.1.5 WATERBOARD PARK

System	Immediate	Short Term (1-2 yr)	Near Term (3-5 yr)	Med. Term (6-10 yr)	Long Term (11-20 yr)	TOTAL
Site Development	\$ -	\$ 1,034,929	\$ 2,712	\$ 1,485	\$ 133,832	\$ 1,172,958
Site Pavement	\$ -	\$ 60,683	\$ -	\$ -	\$ 42,532	\$ 103,215
TOTALS	\$ -	\$ 1,095,612	\$ 2,712	\$ 1,485	\$ 176,364	\$ 1,276,173

Figure 97: Waterboard Park Systems Expenditure Forecast

5.1.6 WESLEY LYNN PARK

System	Immediate	Short Term (1-2 yr)	Near Term (3-5 yr)	Med. Term (6-10 yr)	Long Term (11-20 yr)	TOTAL
Façade	\$ -	\$ 2,344	\$ 6,329	\$ 5,595	\$ 8,506	\$ 22,774
Roofing	\$ -	\$ -	\$ -	\$ -	\$ 3,098	\$ 3,098
Interiors	\$ -	\$ -	\$ 3,842	\$ -	\$ 5,164	\$ 9,006
Plumbing	\$ -	\$ 9,932	\$ -	\$ -	\$ 34,569	\$ 44,501
Equipment & Furnishings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Special Construction & Demo	\$ -	\$ -	\$ -	\$ -	\$ 120,097	\$ 120,097
Site Pavement	\$ -	\$ 21,721	\$ -	\$ 40,904	\$ 574,355	\$ 636,980
Site Development	\$ -	\$ 19,789	\$ 37,154	\$ 101,332	\$ 244,757	\$ 403,032
Site Utilities	\$ -	\$ -	\$ -	\$ 41,930	\$ 1,620	\$ 43,550
TOTALS	\$ -	\$ 53,786	\$ 47,325	\$ 189,761	\$ 992,166	\$ 1,283,038

Figure 98: Wesley Lynn Park Systems Expenditure Forecast

5.1.7 TOTAL SYSTEMS EXPENDITURE FORECAST

Facility	Immediate	Short Term (1-2 yr)	Near Term (3-5 yr)	Med. Term (6-10 yr)	Long Term (11-20 yr)	TOTAL
Ermatinger House	\$ -	\$ -	\$ 42,708	\$ 228,697	\$ 391,821	\$ 663,226
Sportcraft Landing	\$ -	\$ 251,146	\$ 56,331	\$ 34,459	\$ 240,802	\$ 582,738
Stafford Park	\$ 22,750	\$ 2,413	\$ -	\$ 14,017	\$ 25,777	\$ 64,957
Straight Cemetery	\$ 11,160	\$ -	\$ 2,130	\$ 4,999	\$ 37,060	\$ 55,349
Waterboard Park	\$ -	\$ 1,095,612	\$ 2,712	\$ 1,485	\$ 176,364	\$ 1,276,173
Wesley Lynn Park	\$ -	\$ 53,786	\$ 47,325	\$ 189,761	\$ 992,166	\$ 1,283,038
TOTALS	\$ 33,910	\$ 1,402,957	\$ 151,206	\$ 473,418	\$ 1,863,990	\$ 3,925,481

Figure 99: Total Systems Expenditure Forecast



5.2 FUNDING & REVENUE STRATEGIES

The purpose of developing funding and revenue strategies is to help the Department prepare for the plan's implementation by identifying viable funding opportunities and sharing strategies that have been used by other agencies in Oregon and throughout the United States.

It is essential to identify new and sustainable funding sources to ensure the continued growth and maintenance of the Department's parks and recreation system. The key to future growth is diversification of funding sources which will help support the development and sustainability of the initiatives recommended in this plan.

The sources in this section have been selected based on the Department's desire to pursue them further and their viability. These are meant to serve as recommendations and guidelines and do not commit the City or the staff to pursue them.

5.2.1 EXTERNAL FUNDING SOURCES

GENERAL FUND SUPPORT

Oregon City currently receives \$0.6481 under the permanent tax rate limit. An increase in the permanent tax rate to \$0.25 per thousand assessed values would produce approximately \$700,000 in additional revenue for parks and recreation. A General Fund increase up to the allowable tax rate for the City can be made by the City Commission during the budget planning cycle.

General Fund Support is a stable funding source for parks and recreation operations but can be challenged with shifting City priorities from year to year.

GENERAL OBLIGATION (G.O.) BONDS

General Obligation (G.O.) Bonds are voter approved bonds that can be used for land acquisition or capital projects. Four agencies within Oregon have successfully used this method to fund projects since 2012. Those agencies include:

- Eugene, 2018 - \$39.35M
- Portland, 2014 - \$68M
- Bend, 2012 - 29M
- Willamalane, 2012 - 20M

The primary challenge for this funding strategy is that it is limited to capital projects and land acquisitions and cannot be used for operational needs or ongoing maintenance.

LOCAL OPTION LEVY

Local Option Levies can be used to fund up to 5 years of operations or up to 10 years for capital projects. Though a flexible funding strategy, this option requires voter approval and is not a reliable long-term solution as it does require voter approval for ongoing support.

This financial strategy is most often used for operations and has been successfully implemented by the following agencies:

- Eugene, 2018 - \$0.19/thousand
- Hillsboro, 2017 - \$1.72/thousand (Parks and Public Safety)
- Metro, 2016 - \$9.6 cents/thousand
- Corvallis, 2013 - \$0.8181/thousand

PARK DISTRICT - SPECIAL PARK DISTRICT

The Department may also consider becoming a Special Park District like Tualatin Parks & Recreation, Bend Parks and Recreation, and Willamalane Parks and Recreation districts. A special district is a municipal corporation that is a standalone agency from the City of Oregon City.

Separation from the City would allow for a focus on parks and recreation, however operating a special district could pose challenges including loss of efficiency of the larger organization and other City departments.

PARK UTILITY FEE

The Park Utility Fee is a fee paid on regular utility bills to fund parks and recreation capital projects and operations. This funding strategy is a stable, dedicated source and requires City Commission approval for implementation. The biggest challenge with this source is the existing cost of utility fees.

Cities that have implemented Park Utility Fees include:

- West Linn - \$14.32/month/unit
- Medford - \$2.95/month/unit
- Gresham - \$7.50/month/unit

TRANSIENT TAX

With the operation of tourism-based facilities within the Department including Ermatinger House, McLoughlin Promenade, Clackamette Park, Jon Storm Park, and End of the Oregon Trail, Oregon City may benefit from a percentage allocation of Transient Tax which is dedicated funding for tourism related parks and recreation facilities and programs.

Authorized by the City Commission, these funds can be dedicated to support tourism related projects and facilities within the department. The future development of hotel/motel sites can also be used to support this source, with the primary challenge being ongoing competition for funds.

Dalles OR has a \$225,000 annual dedication of transient funds to support their parks and recreation operations.

5.3 BENCHMARK ANALYSIS

5.3.1 METHODOLOGY

The Consulting team with assistance from Oregon City staff identified operating metrics to benchmark the Parks and Recreation Department (“Department”) against comparable parks and recreation agencies. The goal of this analysis is to evaluate how the Department is positioned among peer agencies. The benchmark assessment is organized into specific categories based on peer agency responses to targeted questions that lend an encompassing view of each system’s operating metrics as compared to Oregon City.

Information used in this analysis was obtained directly from each participating benchmark agency, when available, and supplemental data was collected from agency / municipality websites, Comprehensive Annual Financial Reports (CAFR), and information available through the National Recreation and Park Association’s (NRPA) Park Metrics Database. Due to differences in how each system collects, maintains, and reports data, variances may exist. These variations can impact the per capita and percentage allocations, and the overall comparison must be viewed with this in mind. The benchmark data collection for all systems was completed between October 2022 and January 2023, and it is possible that information in this report may have changed since the original collection date.

The information sought was a combination of operating metrics that factor budgets, staffing levels, and inventories. In some instances, the information was not tracked or not available. The table below lists each benchmark agency in the study. These agencies were selected due to demographic and/or organizational characteristics similar to Oregon City, including one Gold Medal Award Finalist and two CAPRA Accredited agencies. *Note: CAPRA stands for Commission for Accreditation of Park and Recreation Agencies. Agencies that receive this accreditation either meet, or exceed, standards maintained by park and recreation leaders in programming, facilities, and experiences they provide their communities.*



For all agencies examined, Oregon City represents the benchmark’s fourth highest in terms of total population (37,967) and last in jurisdiction size (9.29 sq. mi.), while being highest in population density (4,087 residents per sq. mi.).

Agency	Jurisdiction Type	Population	Jurisdiction Size (Sq. Mi.)	Population per Sq. Mi.	CAPRA Accredited	Gold Medal Winner
City of Oregon City Parks and Recreation Department	City	37,967	9.29	4,087	No	No
City of Albany Parks and Recreation	City	57,199	17.54	3,261	No	No
City of Lake Oswego Parks and Recreation	City	40,731	11.48	3,548	Pending, 2023	Finalist (2008)
City of Medford Parks, Recreation and Facilities	City	87,553	28.00	3,127	Yes, since 2012	Aspiring, 2025
City of Pendleton Parks and Recreation Department	City	16,685	11.50	1,451	No	No

Figure 100: Benchmark Overview

5.3.2 PARK ACRES

The following table provides a general overview of each system's park acreage. Oregon City ranks lowest in total acres per 1,000 residents at 6.69 acres and falls below the NPRA median for agencies serving 20,000-49,999 residents which is 10.6 acres / 1,000 residents. Oregon City, though, is challenged with limited opportunities for growth due to the lack of additional available open spaces for expansion.

Agency	Population	Total Number of Parks	Residents per Park	Total Acres Owned or Managed	Total Acres per 1,000 Residents
City of Lake Oswego Parks and Recreation	40,731	39	1,044.38	657.00	62.00
City of Medford Parks, Recreation and Facilities	87,553	31	2,824.29	2,595.00	29.64
City of Pendleton Parks and Recreation Department	16,685	22	758.41	450.00	26.97
City of Albany Parks and Recreation	57,199	30	1,906.63	979.00	17.12
City of Oregon City Parks and Recreation Department	37,967	26	1,460.27	253.95	6.69
NPRA Median 2022 = 10.6 Acres per 1,000 Residents					

Figure 101: Park Acres

5.3.3 TRAIL MILES

The information below reveals the service levels for dedicated trails within each system. By comparing total trail mileage to the population of the service area, the level of service provided to the community can be determined and is expressed as trail miles for every 1,000 residents. Oregon City is on the lower end with 0.20 trail miles per 1000 residents, which falls below the national recommended practice of 0.25-0.5 trail miles per 1,000 residents.

Agency	Population	Total Trail Miles	Trail Miles per 1,000 Residents
City of Pendleton Parks and Recreation Department	16,685	27.00	1.62
City of Lake Oswego Parks and Recreation	40,731	18.00	0.44
City of Medford Parks, Recreation and Facilities	87,553	37.00	0.42
City of Oregon City Parks and Recreation Department	37,967	7.56	0.20
City of Albany Parks and Recreation	57,199	9.60	0.17
Recommended Practice = 0.25-0.5 Trail Miles 1,000 Residents			

Figure 102: Trail Miles



5.3.4 STAFFING AND VOLUNTEERS

This section compares staffing levels for each system by comparing full-time equivalents (FTEs) to total populations. Total FTEs per 10,000 residents is a key performance metric that assesses how well each system is equipped, in terms of staff, to serve its jurisdiction. Oregon City ranks in the middle at 11.3 FTEs per 10,000 residents and is lower than the NRPA Median for agencies serving 20,000-49,999 residents of 11.8 FTEs per 10,000 residents.

In terms of volunteers, Oregon City has the lowest number of volunteers (65) but has the third highest total volunteer hours (4000), which speaks to the high level of commitment of the existing volunteers.

Agency	Population	Total Volunteers (annually)	Total time worked by volunteers (annually)	Total Full-Time Employees	Total Part-Time Employees	Total FTEs	FTEs per 10,000 Residents
City of Lake Oswego Parks and Recreation	40,731	350	31,369	56	21	81.00	19.9
City of Pendleton Parks and Recreation Department	16,685	87	1,809	12	20	32.00	19.2
City of Oregon City Parks and Recreation Department	37,967	65	4,000	23	45	42.72	11.3
City of Medford Parks, Recreation and Facilities	87,553	600	375	29	60	44.60	5.1
City of Albany Parks and Recreation	57,199	864	8,694	26	77	-	-
NRPA Median 2022 = 11.8 FTEs per 10,000 Residents							
*Total FTEs not available for Albany							

Figure 103: Staffing and Volunteers

5.3.5 OPERATING EXPENSE PER CAPITA

Dividing the annual operational budget by each service area's population allows for a comparison of how much each agency is spending per resident. Oregon City ranks in the middle in operating expense per resident (\$115.58) and is above the NRPA Median for Agencies Serving 20,000-49,999 residents of \$110.32 per resident. Some of this higher expense is also attributed to the higher cost of living and doing business in and around the area compared to national averages.

Agency	Population	Total Operating Expense	Jurisdiction size (sq. mi.)	Total acres owned or managed by the system	Operating Expense per Acre	Operating Expense per FTE	Operating Expense per Resident
City of Lake Oswego Parks and Recreation	40,731	\$13,105,373	11.48	657.00	\$1,141,583	\$19,947.30	\$ 321.75
City of Pendleton Parks and Recreation Department	16,685	\$ 2,970,833	11.50	450.00	\$ 258,333	\$ 6,601.85	\$ 178.05
City of Oregon City Parks and Recreation Department	37,967	\$ 4,388,360	9.29	253.95	\$ 472,375	\$17,280.41	\$ 115.58
City of Albany Parks and Recreation	57,199	\$ 5,928,300	17.54	979.00	\$ 337,987	\$ 6,055.46	\$ 103.64
City of Medford Parks, Recreation and Facilities	87,553	\$ 6,100,000	28.00	2,595.00	\$ 217,857	\$ 2,350.67	\$ 69.67
NRPA Median 2022 = \$110.32 per capita Operating Expense							

Figure 104: Operating Expense Per Capita

5.3.6 REVENUE PER CAPITA

By comparing each agency's annual non-tax revenue to the population, the annual revenue generated on a per resident basis can be determined. Oregon City generates \$52.22 per resident which ranks it in the middle, yet above the NRPA Median for Agencies serving 20,000-49,999 residents (\$26.99).

Agency	Population	Total Non-Tax Revenue 2021	Revenue per Resident
City of Lake Oswego Parks and Recreation	40,731	\$ 2,491,377	\$ 61.17
City of Pendleton Parks and Recreation Department	16,685	\$ 900,400	\$ 53.96
City of Oregon City Parks and Recreation Department	37,967	\$ 1,982,467	\$ 52.22
City of Albany Parks and Recreation	57,199	\$ 893,547	\$ 15.62
City of Medford Parks, Recreation and Facilities	87,553	\$ 1,055,650	\$ 12.06
NRPA Median 2022 = \$26.99 Revenue per Capita			

Figure 105: Revenue Per Capita

5.3.7 CIP SUMMARY

Capital Improvement Plan (CIP) budgets and availability of funding vary from year to year and the table below reveals the average of the last four years of actual capital investment for each agency. Of the benchmarked agencies, Oregon City ranked in the middle for average annual CIP (\$168,732) and was well below the NRPA Median (\$1.0M) for agencies serving 20,000-49,999 residents.

Agency	Population	Avg. Annual CIP	Avg. Annual CIP per Resident
City of Lake Oswego Parks and Recreation	40,731	\$ 5,635,000	\$ 138.35
City of Medford Parks, Recreation and Facilities	87,553	\$ 7,229,800	\$ 82.58
City of Oregon City Parks and Recreation Department	37,967	\$ 168,732	\$ 4.44
City of Pendleton Parks and Recreation Department	16,685	\$ 61,960	\$ 3.71
City of Albany Parks and Recreation	57,199	\$ 111,956	\$ 1.96
NRPA Median 2022= \$1.0M 5 yr AVG CIP Spending (2022)			

Figure 106: CIP Summary



5.3.8 PROGRAM PARTICIPATION SPENDING

This portion assesses the program budget for each agency. Oregon City is ranked last of the benchmarked agencies at \$2.12 per resident, which is significantly less than benchmarked agencies. However, it does a remarkable job generating revenue from the programs as can be seen from the 103.83% cost recovery which is second only to Pendleton Park and Recreation's 144.5% cost recovery.

Agency	Population	Budget for Programming	Revenue from Programming	Programming Cost Recovery	Program Budget per Resident
City of Albany Parks and Recreation	57,199	\$ 5,928,300	\$ 1,016,600	17.15%	\$ 103.64
City of Lake Oswego Parks and Recreation	40,731	\$ 1,403,836	\$ 1,071,325	76.31%	\$ 34.47
City of Medford Parks, Recreation and Facilities	87,553	\$ 1,935,000	\$ 900,000	46.51%	\$ 22.10
City of Pendleton Parks and Recreation Department	16,685	\$ 239,275	\$ 345,758	144.50%	\$ 14.34
City of Oregon City Parks and Recreation Department	37,967	\$ 80,400	\$ 83,480	103.83%	\$ 2.12

Figure 107: Program Participation Spending

5.3.9 INDOOR RECREATION FACILITIES

This table shows the amount of indoor recreation facilities each of the benchmarked agencies operate, their total square footage, and their square footage per resident. Oregon City ranked first of the benchmarked agencies in square feet per resident (1.47).

Agency	Population	Total # of indoor recreation facilities	Total Sq. Feet of all indoor recreation facilities	Total Sq. Feet per facility	Indoor Sq. Feet per resident
City of Pendleton Parks and Recreation Department	16,685	1	20,000	20,000	1.20
City of Oregon City Parks and Recreation Department	37,967	4	55,672	13,918	0.37
City of Albany Parks and Recreation	57,199	3	44,000	14,667	0.26
City of Medford Parks, Recreation and Facilities	87,553	1	17,000	17,000	0.19
City of Lake Oswego Parks and Recreation	40,731	3	17,500	5,833	0.14

Figure 108: Indoor Recreation Facility

5.3.10 MARKETING AS PERCENTAGE OF OPERATIONS

The table below describes the marketing expense incurred by each agency and compares it to the agency's actual expenditures for 2021 to show what percentage of the operating expenses are dedicated to marketing. Oregon City falls towards the bottom of the benchmark with \$26,500 allocated of their overall operational budget for marketing while the leaders of the group spend upwards of \$268,000 annually. A recommended practice for total marketing spending is 3+% of the total operating budget.

This directly impacts program participation since as seen in the Statistically Valid Survey results "I don't know what is offered" was the top barrier to participation chosen by 38% of all respondents.

Agency	Total Marketing Expense (2021)	Operational Budget (2022)	Total Marketing Budget (2022)	Marketing as % of Operations
City of Albany Parks and Recreation	\$ 268,800	\$ 2,970,833	\$ 268,800	9.05%
City of Medford Parks, Recreation and Facilities	\$ 100,000	\$ 6,100,000	\$ 100,000	1.64%
City of Lake Oswego Parks and Recreation	\$ 100,000	\$ 13,105,373	\$ 100,000	0.76%
City of Oregon City Parks and Recreation Department	\$ 26,500	\$ 4,388,360	\$ 26,500	0.60%
City of Pendleton Parks and Recreation Department	\$ 10,500	\$ 5,928,300	\$ 10,500	0.18%
Best Practice = 3+% of Total Operating Budget				

Figure 109: Marketing as a Percentage of Operations Budget



5.3.11 SUMMARY OF BENCHMARK FINDINGS

The agencies selected for the benchmark were City of Albany Parks and Recreation, City of Lake Oswego Parks and Recreation (CAPRA Accredited, Gold Medal Award Finalist), City of Medford Parks and Recreation (CAPRA Accredited), and City of Pendleton Parks and Recreation. This allowed Oregon City to compare itself to some of the top performing agencies in Oregon.

Strengths

Of the agencies compared in this benchmark, Oregon City ranks first in total square footage per resident for indoor recreation space. Oregon City is also above the national median for revenue per resident, cost recovery, and total spending per resident in operating expenses.

- **Indoor Square Footage** - Oregon City has 1.47 total square feet per resident and is the only benchmarked agency with an indoor aquatic space.
- **Revenue** - Oregon City generates \$52.22 in revenue per resident, which is above the NRPA Median of \$22.99 for agencies with populations between 20,000 and 49, 999.
- **Operating Expenses** - Oregon City spends \$115.58 per resident on operating expenses, which is also above the NRPA Median of \$110.32.

Opportunities

This benchmark study uncovered some limitations and opportunities for Oregon City.

- Oregon city ranks last in **marketing and program budget**.
- **Marketing**- The Statistically Valid Survey results showed that 38% of Oregon City residents responded “I don’t know what’s offered” as a barrier to program participation. Oregon City currently allocates less than 1% of its overall operational budget to marketing. The recommended percentage is at least 3% of the total operating budget.
- **Program Budget** - Oregon City has a program budget of just \$2.12 per resident on programs and is the lowest ranked of the benchmarked agencies. The fourth ranked agency spent \$14.34 per resident.

Overall, the benchmark analysis reveals that Oregon City has great potential for enhancing its offerings to meet the needs and desires of the community. There are opportunities to increase funding for marketing and overall dollars spent on programs for the community. The Master Plan’s recommendations will use this data and help establish strategic goals to pursue along with key performance indicators (KPIs) that will be tracked and measured over time as the Department continues to pursue excellence in all aspects of its operations.

5.4 PRIORITIZED FACILITY & PROGRAM NEEDS

Priorities for Facility Investments: The Priority Investment Rating (PIR) was developed by ETC Institute to provide organizations with an objective tool for evaluating the priority that should be placed on recreation and park investments. The PIR equally weighs (1) the importance that residents place on amenities/facilities and (2) how many residents have unmet needs for the facility/amenity.

Based on the PIR, the following parks and recreation facilities/amenities were rated as high priorities for investment:

- Multi-use paved trails (200)
- Multi-use unpaved trails (167)
- Water access (115)
- Outdoor amphitheater (115)
- Indoor walking/jogging track (112)
- Large community parks (112)
- Open space & conservation areas (111)
- Fenced dog park (110)
- Small neighborhood parks (103)

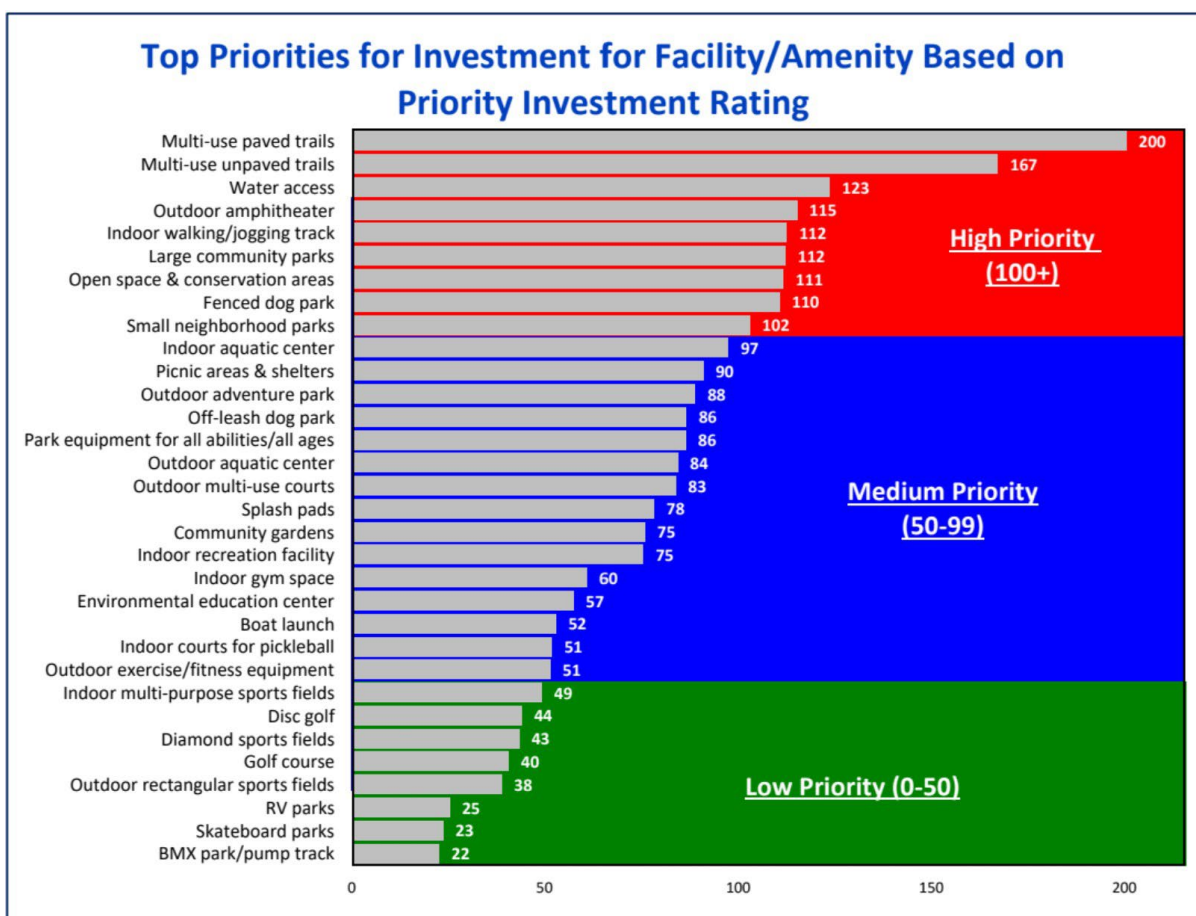


Figure 110: Priority Investment Rating - Facilities

Based on the PIR, the following Oregon City programs were rated as high priorities for investment:

- Farmer's Market (158)
- Adult fitness & wellness programs (148)
- Community special events (133)
- Cultural enrichment programs/events (117)

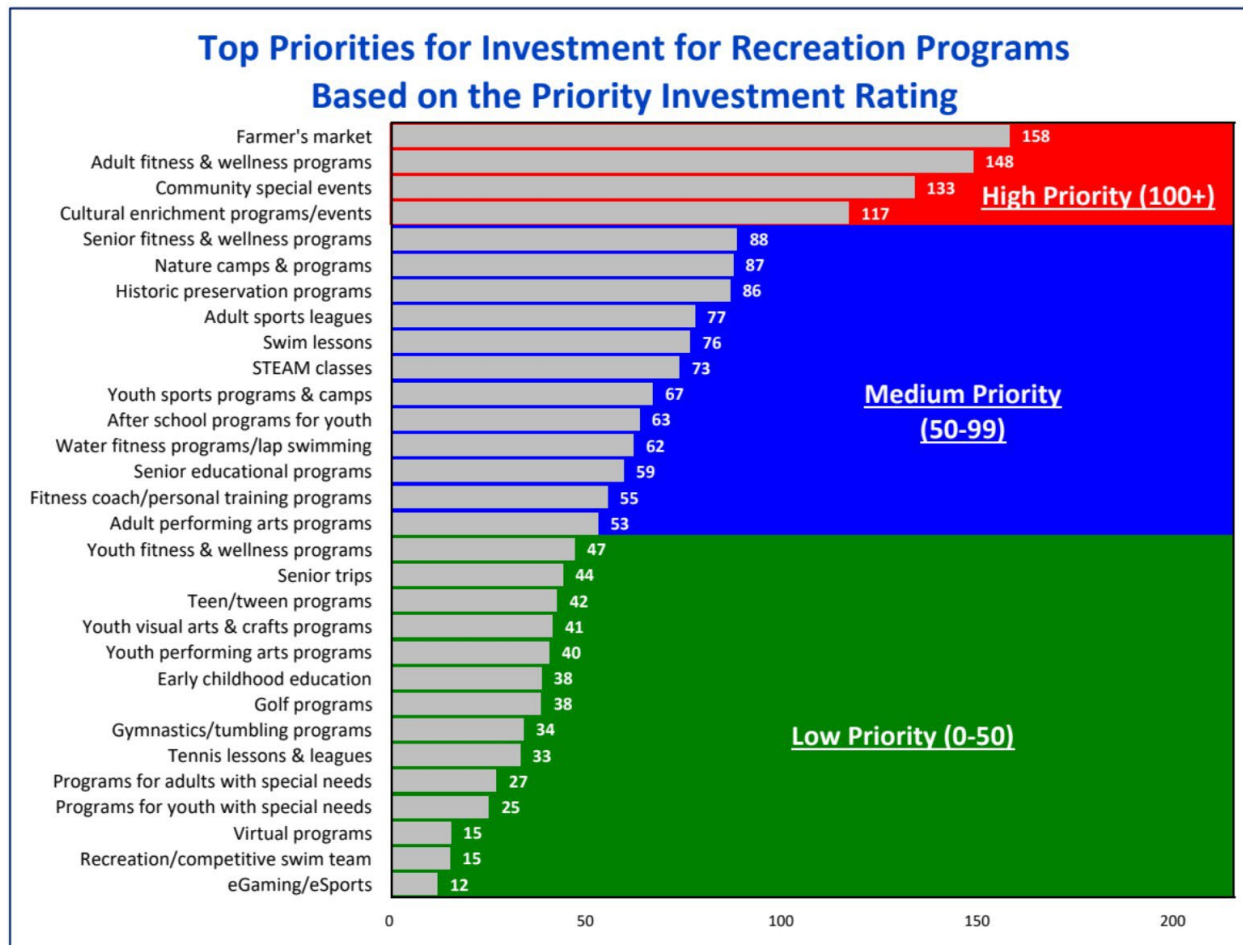


Figure 111: Priority Investment Rating - Recreation Programs

CHAPTER SIX : VISION, MISSION, VALUES & BIG MOVES

Based on an iterative visioning process with staff and using community input, demographics & trends, and an analysis of the City’s maintenance, operations, & level of service, the following Mission Statement, Vision, and Core Values were developed by staff.

6.1.1 MISSION

The Mission of the Oregon City Parks and Recreation Department is “To serve the community”.

6.1.2 VISION

The Department’s vision for the future is to be known as “An inclusive, sustainable, and impactful agency”.

6.1.3 CORE VALUES

The Department’s Core values:

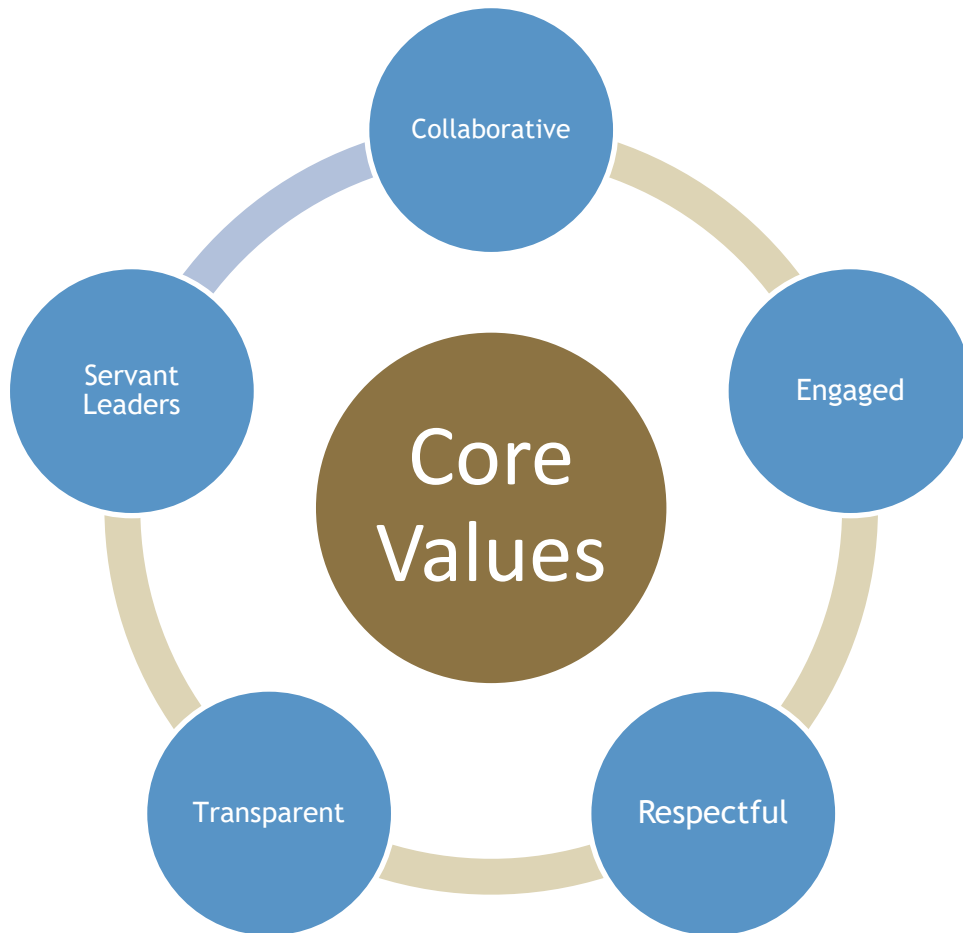


Figure 112: Department Core Values



6.1.4 BIG MOVES

The staff team identified Department-wide outcomes they would aspire to achieve from this plan. These Big Moves are the most significant outcomes desired and when achieved, will serve as the legacy fulfilling the Plan's vision. The following are the five Big Moves that were identified through this process:

1. Explore earned income opportunities to enhance funding for the Department.
 - a) Park utility fees
 - b) Initiate a bond or levy campaign
 - c) Review fees and charges to reflect cost recovery goals
 - d) Grants
 - e) Advertising, sponsorship and partnership opportunities
2. Construct an all-inclusive staffing plan encompassing staffing forecast, recruitment strategies, induction processes, training programs, retention initiatives, and succession planning.
3. Formulate an exhaustive maintenance strategy which includes preventative measures, regular upkeep, and a timetable for equipment replacement.
 - a) Created Facility Division to manage all facilities and address all maintenance opportunities
4. Design a strategic plan for marketing and branding.
5. Master/Business Plan the End of Oregon Trail Interpretive Center and Mountain View Cemetery.

CHAPTER SEVEN : CONCLUSION

In closing, the Oregon City Parks Master Plan serves not merely as an elaborate guide for park development, but as a beacon that illuminates the way forward with its core values: Collaboration, Engagement, Respect, Transparency, and Servant Leadership. These guiding principles shape an organizational culture that deeply respects the diverse voices of Oregon City's residents.

The master plan has been crafted through a highly collaborative process, incorporating meaningful feedback from community members, local organizations, and experts in the field. This wide-ranging dialogue fosters a shared sense of ownership and collective accountability, thereby embodying the essence of being Collaborative and Engaged.

With a focus on Respect, the plan champions equitable access to park facilities and recreational activities for all. It acknowledges the role of parks in advancing social unity, mental and physical health, as well as a sense of belonging among the community. Aimed at accommodating individuals across all ages, abilities, and backgrounds, the plan is devoted to inclusivity, thereby reinforcing social cohesion and connectedness.

Transparency is more than a buzzword in this master plan; it is a cornerstone. From the planning stage to decision-making to implementation, all aspects are communicated openly, including via the project website <https://www.orcityparksandplay.org/index.html>. This open communication not only builds trust but also stimulates continuous public engagement, empowering residents to be active participants in the park system's ongoing evolution.

Embodying the value of Servant Leadership, the master plan sets an exemplary standard for park management. It is a vision that is not only aspirational but also practical, as it accounts for adequate funding and resources needed for successful implementation. By staying true to these values, the plan positions Oregon City to fulfill its mission: to serve as an inclusive, sustainable, and impactful agency, committed to enriching the lives of its community.

Through adherence to these core values, the Oregon City Parks Master Plan offers more than just a strategic path; it serves as a testament to the values and aspirations that make our community strong and resilient.





APPENDICES

APPENDICES



APPENDIX A: CAPITAL IMPROVEMENT PLAN

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CIP Project List
Parks and Recreation Department

Project	Type of Project	Park Type	Rationale for Inclusion	Timing	Land Acquisition Cost	Development Cost	Total Cost	% capacity	Capacity Metric (miles, acres, facilities)	Capacity Units
Clairmont Way	New Park Development	Community	Underserved Level of Service	3-5 years	\$0	\$5,303,949	\$5,303,949		Acres	15.97
TSW - Phase 2	New Park Development	Neighborhood	High Priority Ranking	1-2 years	\$0	\$2,749,950	\$2,749,950	100%	Acres	2.60
Wesley Lynn - Phase 2	New Park Development	Community	Underserved Level of Service	3-5 years	\$0	\$1,283,038	\$1,732,101	100%	Acres	4.27
Park Place Park - Phase 2	New Park Development	Neighborhood	Underserved Level of Service	1-2 years	\$0	\$1,700,000	\$1,700,000	100%	Acres	2.05
Waterboard Park New Development	New Park Development	Neighborhood	Community Values	5-7 years	\$0	\$ 1,660,598	\$1,660,598		Acres	5.00
New Pool & Recreation Center	Indoor Recreation / Aquatics Expansion or New		Underserved Level of Service			\$ 40,000,000	\$40,000,000		SQ FT	62,900.00
Total New Park Development					\$ -	\$52,697,535	\$53,146,599			
Additional Trails (3 miles per LOS needs)	New Trails, Trailheads and Connectors		High Priority Ranking		\$2,359,500	\$1,963,670	\$4,323,170	100%	Miles	3.00
Park Place		Neighborhood			\$5,200,000	\$2,656,960	\$7,856,960	100%	Acres	8.00
Thimble Creek		Neighborhood			\$6,500,000	\$3,321,200	\$9,821,200	100%	Acres	10.00
Meyers Road Area		Neighborhood			\$3,900,000	\$1,992,720	\$5,892,720	100%	Acres	6.00
Partlow Road Area		Neighborhood			\$3,250,000	\$1,660,600	\$4,910,600	100%	Acres	5.00
Total New Trails, Trailheads and Connectors					\$21,209,500	\$11,595,150	\$32,804,650	Eligible for SDCs		
Pollinator Gardens	Park Improvements	Pocket	Strategic Priorities			\$40,000	\$40,000	0%	\$0	
Abernathy Creek - Deferred Maintenance	Park Improvements	Pocket	Strategic Priorities			\$28,509	\$28,509	0%	\$0	
Atkinson Park - Deferred Maintenance	Park Improvements	Neighborhood	Strategic Priorities			\$390,547	\$390,547	75%	\$292,910	
Barclay Hills Park - Deferred Maintenance	Park Improvements	Neighborhood	Strategic Priorities			\$59,435	\$59,435	0%	\$0	
Barclay Park - Deferred Maintenance	Park Improvements	Pocket	Strategic Priorities			\$1,223	\$1,223	0%	\$0	
Canemah Childrens Park - Deferred Maintenance	Park Improvements	Pocket	Strategic Priorities			\$91,023	\$91,023	18%	\$16,384	
Chapin Park - Deferred Maintenance	Park Improvements	Community	Strategic Priorities			\$477,554	\$477,554	36%	\$171,919	
Clackamette Cove/River Access Trail - Deferred Maintenance	Park Improvements	Pocket	Strategic Priorities			\$259,334	\$259,334	59%	\$153,007	
DC Latourette Park - Deferred Maintenance	Park Improvements	Pocket	Strategic Priorities			\$50,482	\$50,482	0%	\$0	
Hartke Park - Deferred Maintenance	Park Improvements	Pocket	Strategic Priorities			\$159,568	\$159,568	69%	\$110,102	
Hazelwood Park - Deferred Maintenance	Park Improvements	Pocket	Strategic Priorities			\$57,003	\$57,003	0%	\$0	
Hillendale Park - Deferred Maintenance	Park Improvements	Community	Strategic Priorities			\$659,681	\$659,681	75%	\$494,761	
Jon Storm Park - Deferred Maintenance	Park Improvements	Pocket	Strategic Priorities			\$183,106	\$183,106	0%	\$0	
Library Park - Deferred Maintenance	Park Improvements	Pocket	Strategic Priorities			\$228,616	\$228,616	75%	\$171,462	
McLoughlin Promanade - Deferred Maintenance	Park Improvements	Neighborhood	Strategic Priorities			\$872,017	\$872,017	13%	\$113,362	
Old Canemah Park - Deferred Maintenance	Park Improvements	Neighborhood	Strategic Priorities			\$235,692	\$235,692	90%	\$212,123	
Park Place Park - Deferred Maintenance	Park Improvements	Neighborhood	Strategic Priorities			\$179,236	\$179,236	43%	\$77,071	
Richard Bloom Tots Park - Deferred Maintenance	Park Improvements	Pocket	Strategic Priorities			\$38,833	\$38,833	0%	\$0	
Rivercrest Park - Deferred Maintenance	Park Improvements	Neighborhood	Strategic Priorities			\$203,931	\$203,931	75%	\$152,948	
Singer Creek Park - Deferred Maintenance	Park Improvements	Community	Strategic Priorities			\$249,154	\$249,154	53%	\$132,052	
Sportcraft Landing - Deferred Maintenance	Park Improvements	Neighborhood	Strategic Priorities			\$341,940	\$341,940	86%	\$294,068	
Stafford Park - Deferred Maintenance	Park Improvements	Pocket	Strategic Priorities			\$39,182	\$39,182	76%	\$29,778	
Tyrone S. Woods Memorial Park - Deferred Maintenance	Park Improvements	Neighborhood	Strategic Priorities			\$48,918	\$48,918	0%	\$0	
Waterboard Park - Deferred Maintenance	Park Improvements	Community	Strategic Priorities			\$1,099,810	\$1,099,810		\$0	
Wesley Lynn Park - Deferred Maintenance	Park Improvements	Community	Strategic Priorities			\$290,886	\$290,886	0%	\$0	
Total Park Improvements					\$ -	\$ 6,285,680	\$ 6,285,680		\$2,421,949	
ADA Accessibility (multiple parks)	Recreation Amenities		Community Values			TBD	TBD	100%		
Ermatinger House	Recreation Amenities		Community Values			\$ 663,226	\$663,226	0%		
Total Recreation Amenities					\$ -	\$ 663,226	\$ 663,226			
EOT Master Plan	Indoor Recreation / Aquatics Expansion or New		Underserved Level of Service				\$250,000			
ADA Transition Plan	Park Improvements		Community Values				\$250,000			
Atkinson Park / Buena Vista Club Master Plan	Park Improvements		Strategic Priorities				\$100,000			
Clairemont Way Master Plan	New Park Development		Community Values				\$100,000			
Mt. View Cemetery Master Plan	Indoor Recreation / Aquatics Expansion or New		Strategic Priorities				\$100,000			
Waterboard Park Master Plan	New Park Development		Community Values				\$100,000			
Aquatics Master Plan	Indoor Recreation / Aquatics Expansion or New		Underserved Level of Service				\$150,000			
Parks and Recreation Master Plan Update	Park Improvements		Strategic Priorities				\$275,000			
Total Recreation Center Expansion or New Development							\$1,325,000			
Clackamette Park Master Plan Implementation	River Access / Recreation	Regional	High Priority Ranking				\$14,800,000			
Park development						\$ 11,770,000	\$11,770,000			2.00
Boat ramp replacement						\$ 1,500,000	\$1,500,000			
Skate Park						\$ 200,000	\$200,000			
Sports Court						\$ 80,000	\$80,000			
RV Park Relocation and Development						\$ 1,250,000	\$1,250,000	0%		
Total River Access / Recreation					\$ -	\$ 14,800,000	\$14,800,000			
Repave Pioneer Cemetery Rd.	Trail Upgrades		High Priority Ranking			\$ 100,000	\$100,000	0%		
Walking Path Repairs	Trail Upgrades		High Priority Ranking			\$ 2,107,628	\$2,107,628			
Total Trail Upgrades					\$ -	\$ 2,207,628	\$ 2,207,628			
TOTAL W/O ASPIRATIONAL GOALS					\$ 21,209,500	\$88,249,220	\$111,232,783			
Mountain View Cemetery	Park Improvements	Specialty	Strategic Priorities				\$ 1,000,000	100%		
Atkinson Park / Buena Vista Club	Park Improvements	Neighborhood	Future Trends				\$ 1,200,000	100%		
End of the Oregon Trail Redevelopment	Recreation Amenities	Specialty	Future Trends				\$ 50,000,000			
Total Aspirational Upgrades							\$ 52,200,000			
TOTAL W/ ASPIRATIONAL GOALS					\$21,209,500	\$88,249,220	\$163,432,783			

Cost per acre for land acquisition (based on 2024 listings in Oregon City)

Residential Zoning: \$650,000/AC
Commercial Zoning: \$871,200/AC
Industrial Zoning: \$544,500/AC

Cost per mile of Trail Development

Parker Knoll Subdivision estimated \$3.00 per s.f. for a 4" concrete path
12 foot path (1000ft long) estimated at \$65 per lineal foot fo County Building on Beaver creek

APPENDIX B - NATIONAL CORE VS CASUAL PARTICIPATORY TRENDS

GENERAL SPORTS

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Basketball	22,343	100%	27,753	100%	27,135	100%	21.4%	-2.2%
<i>Casual (1-12 times)</i>	7,486	34%	11,962	43%	11,019	41%	47.2%	-7.9%
<i>Core (13+ times)</i>	14,857	66%	15,791	57%	16,019	59%	7.8%	1.4%
Golf (9 or 18-Hole Course)	23,815	100%	24,804	100%	25,111	100%	5.4%	1.2%
Tennis	18,079	100%	21,642	100%	22,617	100%	25.1%	4.5%
Baseball	14,760	100%	15,731	100%	15,587	100%	5.6%	-0.9%
<i>Casual (1-12 times)</i>	5,673	38%	8,089	51%	7,392	47%	30.3%	-8.6%
<i>Core (13+ times)</i>	9,087	62%	7,643	49%	8,195	53%	-9.8%	7.2%
Soccer (Outdoor)	11,932	100%	12,444	100%	12,556	100%	5.2%	0.9%
<i>Casual (1-25 times)</i>	6,342	53%	8,360	67%	7,586	60%	19.6%	-9.3%
<i>Core (26+ times)</i>	5,590	47%	4,084	33%	4,970	40%	-11.1%	21.7%
Softball (Slow Pitch)	7,690	100%	6,349	100%	6,008	100%	-21.9%	-5.4%
<i>Casual (1-12 times)</i>	3,377	44%	2,753	43%	2,729	45%	-19.2%	-0.9%
<i>Core (13+ times)</i>	4,314	56%	3,596	57%	3,279	55%	-24.0%	-8.8%
Football (Flag)	6,173	123%	7,001	121%	6,889	123%	11.6%	-1.6%
<i>Casual (1-12 times)</i>	3,249	53%	4,287	61%	4,137	60%	27.3%	-3.5%
<i>Core (13+ times)</i>	2,924	47%	2,714	39%	2,752	40%	-5.9%	1.4%
<i>Core Age 6 to 17 (13+ times)</i>	1,401	23%	1,446	21%	1,574	23%	12.3%	8.9%
Volleyball (Court)	6,216	100%	5,410	100%	5,849	100%	-5.9%	8.1%
<i>Casual (1-12 times)</i>	2,852	46%	2,204	41%	2,465	42%	-13.6%	11.8%
<i>Core (13+ times)</i>	3,364	54%	3,206	59%	3,384	58%	0.6%	5.6%
Badminton	7,354	100%	5,862	100%	6,061	100%	-17.6%	3.4%
<i>Casual (1-12 times)</i>	5,285	72%	4,129	70%	4,251	70%	-19.6%	3.0%
<i>Core (13+ times)</i>	2,069	28%	1,733	30%	1,810	30%	-12.5%	4.4%
Football (Touch)	5,686	100%	4,846	100%	4,884	100%	-14.1%	0.8%
<i>Casual (1-12 times)</i>	3,304	58%	2,990	62%	3,171	65%	-4.0%	6.1%
<i>Core (13+ times)</i>	2,383	42%	1,856	38%	1,713	35%	-28.1%	-7.7%
Soccer (Indoor)	5,117	100%	5,440	100%	5,408	100%	5.7%	-0.6%
<i>Casual (1-12 times)</i>	2,347	46%	3,377	62%	3,054	56%	30.1%	-9.6%
<i>Core (13+ times)</i>	2,770	54%	2,063	38%	2,354	44%	-15.0%	14.1%
Football (Tackle)	5,481	146%	5,054	144%	5,228	140%	-4.6%	3.4%
<i>Casual (1-25 times)</i>	2,242	41%	2,390	47%	2,642	51%	17.8%	10.5%
<i>Core (26+ times)</i>	3,240	59%	2,665	53%	2,586	49%	-20.2%	-3.0%
<i>Core Age 6 to 17 (26+ times)</i>	2,543	46%	2,226	44%	2,110	40%	-17.0%	-5.2%
Gymnastics	5,381	100%	3,848	100%	4,268	100%	-20.7%	10.9%
<i>Casual (1-49 times)</i>	3,580	67%	2,438	63%	2,787	65%	-22.2%	14.3%
<i>Core (50+ times)</i>	1,800	33%	1,410	37%	1,482	35%	-17.7%	5.1%
Volleyball (Sand/Beach)	5,489	100%	4,320	100%	4,184	100%	-23.8%	-3.1%
<i>Casual (1-12 times)</i>	3,989	73%	3,105	72%	2,918	70%	-26.8%	-6.0%
<i>Core (13+ times)</i>	1,500	27%	1,215	28%	1,265	30%	-15.7%	4.1%
Track and Field	4,116	100%	3,636	100%	3,587	100%	-12.9%	-1.3%
<i>Casual (1-25 times)</i>	1,961	48%	1,589	44%	1,712	48%	-12.7%	7.7%
<i>Core (26+ times)</i>	2,155	52%	2,046	56%	1,875	52%	-13.0%	-8.4%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	



GENERAL SPORTS (CONTINUED)

National Core vs Casual Participatory Trends - General Sports								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Cheerleading	4,029	100%	3,308	100%	3,465	100%	-14.0%	4.7%
<i>Casual (1-25 times)</i>	2,365	59%	1,931	58%	2,030	59%	-14.2%	5.1%
<i>Core (26+ times)</i>	1,664	41%	1,377	42%	1,435	41%	-13.8%	4.2%
Pickleball	2,815	100%	4,199	100%	4,819	100%	71.2%	14.8%
<i>Casual (1-12 times)</i>	1,710	61%	2,835	68%	3,454	72%	102.0%	21.8%
<i>Core (13+ times)</i>	1,106	39%	1,364	32%	1,365	28%	23.4%	0.1%
Racquetball	3,579	100%	3,426	100%	3,260	100%	-8.9%	-4.8%
<i>Casual (1-12 times)</i>	2,488	70%	2,476	72%	2,270	70%	-8.8%	-8.3%
<i>Core (13+ times)</i>	1,092	31%	950	28%	990	30%	-9.3%	4.2%
Ice Hockey	2,697	100%	2,270	100%	2,306	100%	-14.5%	1.6%
<i>Casual (1-12 times)</i>	1,353	50%	1,165	51%	1,206	52%	-10.9%	3.5%
<i>Core (13+ times)</i>	1,344	50%	1,105	49%	1,101	48%	-18.1%	-0.4%
Ultimate Frisbee	3,673	100%	2,325	100%	2,190	100%	-40.4%	-5.8%
<i>Casual (1-12 times)</i>	2,746	75%	1,476	63%	1,441	66%	-47.5%	-2.4%
<i>Core (13+ times)</i>	927	25%	849	37%	749	34%	-19.2%	-11.8%
Softball (Fast Pitch)	2,467	100%	1,811	100%	2,088	100%	-15.4%	15.3%
<i>Casual (1-25 times)</i>	1,198	49%	650	36%	934	45%	-22.0%	43.7%
<i>Core (26+ times)</i>	1,269	51%	1,162	64%	1,154	55%	-9.1%	-0.7%
Lacrosse	2,090	100%	1,884	100%	1,892	100%	-9.5%	0.4%
<i>Casual (1-12 times)</i>	1,153	55%	902	48%	1,009	53%	-12.5%	11.9%
<i>Core (13+ times)</i>	938	45%	982	52%	883	47%	-5.9%	-10.1%
Wrestling	1,922	100%	1,931	100%	1,937	100%	0.8%	0.3%
<i>Casual (1-25 times)</i>	1,139	59%	1,239	64%	1,290	67%	13.3%	4.1%
<i>Core (26+ times)</i>	782	41%	692	36%	647	33%	-17.3%	-6.5%
Roller Hockey	1,929	100%	1,500	100%	1,425	100%	-26.1%	-5.0%
<i>Casual (1-12 times)</i>	1,438	75%	1,129	75%	1,088	76%	-24.3%	-3.6%
<i>Core (13+ times)</i>	491	25%	371	25%	337	24%	-31.4%	-9.2%
Boxing for Competition	1,210	100%	1,361	100%	1,460	100%	20.7%	7.3%
<i>Casual (1-12 times)</i>	1,035	86%	1,214	89%	1,262	86%	21.9%	4.0%
<i>Core (13+ times)</i>	176	15%	147	11%	199	14%	13.1%	35.4%
Rugby	1,550	100%	1,242	100%	1,238	100%	-20.1%	-0.3%
<i>Casual (1-7 times)</i>	1,090	70%	807	65%	778	63%	-28.6%	-3.6%
<i>Core (8+ times)</i>	460	30%	435	35%	460	37%	0.0%	5.7%
Squash	1,549	100%	1,163	100%	1,185	100%	-23.5%	1.9%
<i>Casual (1-7 times)</i>	1,111	72%	669	58%	720	61%	-35.2%	7.6%
<i>Core (8+ times)</i>	437	28%	495	43%	466	39%	6.6%	-5.9%
Golf (Entertainment Venue)	8,173	100%	12,057	100%	12,362	100%	51.3%	2.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

GENERAL FITNESS

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Fitness Walking	107,895	100%	114,044	100%	115,814	100%	7.3%	1.6%
<i>Casual (1-49 times)</i>	34,535	32%	34,742	30%	39,036	34%	13.0%	12.4%
<i>Core (50+ times)</i>	73,359	68%	79,302	70%	76,778	66%	4.7%	-3.2%
Treadmill	51,872	100%	49,832	100%	53,627	100%	3.4%	7.6%
<i>Casual (1-49 times)</i>	23,490	45%	19,549	39%	25,353	47%	7.9%	29.7%
<i>Core (50+ times)</i>	28,381	55%	30,283	61%	28,276	53%	-0.4%	-6.6%
Free Weights (Dumbbells/Hand Weights)	51,513	100%	53,256	100%	52,636	100%	2.2%	-1.2%
<i>Casual (1-49 times)</i>	18,245	35%	20,070	38%	21,560	41%	18.2%	7.4%
<i>Core (50+ times)</i>	33,268	65%	33,186	62%	31,076	59%	-6.6%	-6.4%
Running/Jogging	47,384	100%	50,652	100%	48,977	100%	3.4%	-3.3%
<i>Casual (1-49 times)</i>	21,764	46%	24,438	48%	23,441	48%	7.7%	-4.1%
<i>Core (50+ times)</i>	25,621	54%	26,214	52%	25,537	52%	-0.3%	-2.6%
Stationary Cycling (Recumbent/Upright)	36,118	100%	31,287	100%	32,453	100%	-10.1%	3.7%
<i>Casual (1-49 times)</i>	18,240	51%	13,249	42%	15,124	47%	-17.1%	14.2%
<i>Core (50+ times)</i>	17,878	49%	18,038	58%	17,330	53%	-3.1%	-3.9%
Weight/Resistant Machines	35,768	100%	30,651	100%	30,577	100%	-14.5%	-0.2%
<i>Casual (1-49 times)</i>	14,346	40%	10,940	36%	11,954	39%	-16.7%	9.3%
<i>Core (50+ times)</i>	21,422	60%	19,711	64%	18,624	61%	-13.1%	-5.5%
Elliptical Motion/Cross Trainer	32,218	100%	27,920	100%	27,618	100%	-14.3%	-1.1%
<i>Casual (1-49 times)</i>	15,687	49%	14,403	52%	14,156	51%	-9.8%	-1.7%
<i>Core (50+ times)</i>	16,532	51%	13,517	48%	13,461	49%	-18.6%	-0.4%
Yoga	26,268	100%	32,808	102%	34,347	100%	30.8%	4.7%
<i>Casual (1-49 times)</i>	15,486	59%	19,953	61%	20,110	59%	29.9%	0.8%
<i>Core (50+ times)</i>	10,782	41%	13,471	41%	14,237	41%	32.0%	5.7%
Free Weights (Barbells)	26,473	100%	28,790	100%	28,243	100%	6.7%	-1.9%
<i>Casual (1-49 times)</i>	10,344	39%	13,428	47%	12,649	45%	22.3%	-5.8%
<i>Core (50+ times)</i>	16,129	61%	15,363	53%	15,595	55%	-3.3%	1.5%
Dance, Step, Choreographed Exercise	21,839	100%	25,160	100%	24,752	100%	13.3%	-1.6%
<i>Casual (1-49 times)</i>	14,158	65%	16,652	66%	16,622	67%	17.4%	-0.2%
<i>Core (50+ times)</i>	7,681	35%	8,507	34%	8,130	33%	5.8%	-4.4%
Bodyweight Exercise	25,110	100%	22,845	100%	22,629	100%	-9.9%	-0.9%
<i>Casual (1-49 times)</i>	9,763	39%	9,581	42%	9,915	44%	1.6%	3.5%
<i>Core (50+ times)</i>	15,347	61%	13,264	58%	12,714	56%	-17.2%	-4.1%
Aerobics (High Impact/ Intensity Training)	10,575	100%	10,954	100%	10,400	100%	-1.7%	-5.1%
<i>Casual (1-49 times)</i>	7,135	67%	8,331	76%	8,347	80%	17.0%	0.2%
<i>Core (50+ times)</i>	3,440	33%	2,623	24%	2,053	20%	-40.3%	-21.7%
Stair Climbing Machine	15,079	100%	11,261	100%	11,786	100%	-21.8%	4.7%
<i>Casual (1-49 times)</i>	9,332	62%	6,339	56%	7,332	62%	-21.4%	15.7%
<i>Core (50+ times)</i>	5,747	38%	4,922	44%	4,453	38%	-22.5%	-9.5%
Cross-Training Style Workout	12,914	100%	9,179	100%	9,764	100%	-24.4%	6.4%
<i>Casual (1-49 times)</i>	6,430	50%	3,476	38%	4,179	43%	-35.0%	20.2%
<i>Core (50+ times)</i>	6,483	50%	5,704	62%	5,585	57%	-13.9%	-2.1%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

Figure 20: General Fitness Appendix



GENERAL FITNESS (CONTINUED)

National Core vs Casual Participatory Trends - General Fitness								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Trail Running	8,582	100%	11,854	100%	12,520	100%	45.9%	5.6%
Stationary Cycling (Group)	8,937	100%	6,054	100%	5,939	100%	-33.5%	-1.9%
<i>Casual (1-49 times)</i>	5,751	64%	3,134	52%	3,134	53%	-45.5%	0.0%
<i>Core (50+ times)</i>	3,186	36%	2,920	48%	2,805	47%	-12.0%	-3.9%
Pilates Training	8,893	100%	9,905	100%	9,745	100%	9.6%	-1.6%
<i>Casual (1-49 times)</i>	5,525	62%	6,668	67%	6,611	68%	19.7%	-0.9%
<i>Core (50+ times)</i>	3,367	38%	3,237	33%	3,133	32%	-6.9%	-3.2%
Cardio Kickboxing	6,899	100%	5,295	100%	5,099	100%	-26.1%	-3.7%
<i>Casual (1-49 times)</i>	4,760	69%	3,438	65%	3,328	65%	-30.1%	-3.2%
<i>Core (50+ times)</i>	2,139	31%	1,857	35%	1,771	35%	-17.2%	-4.6%
Boot Camp Style Training	6,583	100%	4,969	100%	5,169	100%	-21.5%	4.0%
<i>Casual (1-49 times)</i>	4,484	68%	3,204	64%	3,461	67%	-22.8%	8.0%
<i>Core (50+ times)</i>	2,099	32%	1,765	36%	1,709	33%	-18.6%	-3.2%
Martial Arts	5,745	100%	6,064	100%	6,186	100%	7.7%	2.0%
<i>Casual (1-12 times)</i>	1,964	34%	2,679	44%	2,728	44%	38.9%	1.8%
<i>Core (13+ times)</i>	3,780	66%	3,385	56%	3,458	56%	-8.5%	2.2%
Boxing for Fitness	5,175	100%	5,230	100%	5,237	100%	1.2%	0.1%
<i>Casual (1-12 times)</i>	2,678	52%	2,962	57%	2,985	57%	11.5%	0.8%
<i>Core (13+ times)</i>	2,496	48%	2,268	43%	2,252	43%	-9.8%	-0.7%
Tai Chi	3,706	100%	3,300	100%	3,393	100%	-8.4%	2.8%
<i>Casual (1-49 times)</i>	2,245	61%	1,858	56%	2,001	59%	-10.9%	7.7%
<i>Core (50+ times)</i>	1,461	39%	1,442	44%	1,393	41%	-4.7%	-3.4%
Barre	3,329	100%	3,579	100%	3,659	100%	9.9%	2.2%
<i>Casual (1-49 times)</i>	2,636	79%	2,721	76%	2,822	77%	7.1%	3.7%
<i>Core (50+ times)</i>	693	21%	858	24%	837	23%	20.8%	-2.4%
Triathlon (Traditional/Road)	2,374	100%	1,846	100%	1,748	100%	-26.4%	-5.3%
Triathlon (Non-Traditional/Off Road)	1,705	100%	1,363	100%	1,304	100%	-23.5%	-4.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	

OUTDOOR/ADVENTURE RECREATION

National Core vs Casual Participatory Trends - Outdoor / Adventure Recreation								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Hiking (Day)	42,128	100%	57,808	100%	58,697	100%	39.3%	1.5%
Bicycling (Road)	38,365	100%	44,471	100%	42,775	100%	11.5%	-3.8%
<i>Casual (1-25 times)</i>	19,244	50%	23,720	53%	22,280	52%	15.8%	-6.1%
<i>Core (26+ times)</i>	19,121	50%	20,751	47%	20,495	48%	7.2%	-1.2%
Fishing (Freshwater)	38,121	100%	42,556	100%	40,853	100%	7.2%	-4.0%
<i>Casual (1-7 times)</i>	20,308	53%	24,309	57%	22,451	55%	10.6%	-7.6%
<i>Core (8+ times)</i>	17,813	47%	18,247	43%	18,403	45%	3.3%	0.9%
Camping (< 1/4 Mile of Vehicle/Home)	26,467	100%	36,082	100%	35,985	100%	36.0%	-0.3%
Camping (Recreational Vehicle)	15,855	100%	17,825	100%	16,371	100%	3.3%	-8.2%
<i>Casual (1-7 times)</i>	8,719	55%	11,281	63%	9,688	59%	11.1%	-14.1%
<i>Core (8+ times)</i>	7,136	45%	6,544	37%	6,683	41%	-6.3%	2.1%
Fishing (Saltwater)	12,266	100%	14,527	100%	13,790	100%	12.4%	-5.1%
<i>Casual (1-7 times)</i>	7,198	59%	9,109	63%	8,543	62%	18.7%	-6.2%
<i>Core (8+ times)</i>	5,068	41%	5,418	37%	5,246	38%	3.5%	-3.2%
Birdwatching (> 1/4 mile of Vehicle/Home)	11,589	100%	15,228	100%	14,815	100%	27.8%	-2.7%
Backpacking Overnight	10,151	100%	10,746	100%	10,306	100%	1.5%	-4.1%
Bicycling (Mountain)	8,615	100%	8,998	100%	8,693	100%	0.9%	-3.4%
<i>Casual (1-12 times)</i>	4,273	50%	4,803	53%	4,517	52%	5.7%	-6.0%
<i>Core (13+ times)</i>	4,342	50%	4,194	47%	4,176	48%	-3.8%	-0.4%
Archery	7,903	100%	7,249	100%	7,342	100%	-7.1%	1.3%
<i>Casual (1-25 times)</i>	6,650	84%	6,102	84%	6,054	82%	-9.0%	-0.8%
<i>Core (26+ times)</i>	1,253	16%	1,147	16%	1,288	18%	2.8%	12.3%
Fishing (Fly)	6,456	100%	7,753	100%	7,458	100%	15.5%	-3.8%
<i>Casual (1-7 times)</i>	4,183	65%	5,020	65%	4,762	64%	13.8%	-5.1%
<i>Core (8+ times)</i>	2,273	35%	2,733	35%	2,696	36%	18.6%	-1.4%
Skateboarding	6,442	100%	8,872	100%	8,747	100%	35.8%	-1.4%
<i>Casual (1-25 times)</i>	3,955	61%	6,315	71%	6,181	71%	56.3%	-2.1%
<i>Core (26+ times)</i>	2,487	39%	2,557	29%	2,566	29%	3.2%	0.4%
Climbing (Indoor)	-	n/a	5,535	100%	5,684	100%	n/a	2.7%
Roller Skating (In-Line)	5,381	100%	4,892	100%	4,940	100%	-8.2%	1.0%
<i>Casual (1-12 times)</i>	3,861	72%	3,466	71%	3,525	71%	-8.7%	1.7%
<i>Core (13+ times)</i>	1,520	28%	1,425	29%	1,415	29%	-6.9%	-0.7%
Bicycling (BMX)	3,104	100%	3,880	100%	3,861	100%	24.4%	-0.5%
<i>Casual (1-12 times)</i>	1,760	57%	2,532	65%	2,466	64%	40.1%	-2.6%
<i>Core (13+ times)</i>	1,344	43%	1,348	35%	1,396	36%	3.9%	3.6%
Climbing (Traditional/Ice/Mountaineering)	2,790	100%	2,456	100%	2,374	100%	-14.9%	-3.3%
Climbing (Sport/Boulder)	-	n/a	2,290	100%	2,301	100%	n/a	0.5%
Adventure Racing	2,999	100%	1,966	100%	1,826	100%	-39.1%	-7.1%
<i>Casual (1 times)</i>	1,081	36%	328	17%	312	17%	-71.1%	-4.9%
<i>Core (2+ times)</i>	1,918	64%	1,638	83%	1,514	83%	-21.1%	-7.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	



PARKS & RECREATION

AQUATICS

National Core vs Casual Participatory Trends - Aquatics								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Swimming (Fitness)	26,601	100%	25,666	100%	25,620	100%	-3.7%	-0.2%
<i>Casual (1-49 times)</i>	17,781	67%	17,987	70%	17,598	69%	-1.0%	-2.2%
<i>Core (50+ times)</i>	8,820	33%	7,680	30%	8,022	31%	-9.0%	4.5%
Aquatic Exercise	10,575	100%	10,954	100%	10,400	100%	-1.7%	-5.1%
<i>Casual (1-49 times)</i>	7,135	67%	8,331	76%	8,347	80%	17.0%	0.2%
<i>Core (50+ times)</i>	3,440	33%	2,623	24%	2,053	20%	-40.3%	-21.7%
Swimming (Competition)	3,369	100%	2,615	100%	2,824	100%	-16.2%	8.0%
<i>Casual (1-49 times)</i>	1,881	56%	1,524	58%	1,708	60%	-9.2%	12.1%
<i>Core (50+ times)</i>	1,488	44%	1,091	42%	1,116	40%	-25.0%	2.3%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

WATER SPORTS/ACTIVITIES

National Core vs Casual Participatory Trends - Water Sports / Activities								
Activity	Participation Levels						% Change	
	2016		2020		2021		5-Year Trend	1-Year Trend
	#	%	#	%	#	%		
Kayaking (Recreational)	10,017	100%	13,002	100%	13,351	100%	33.3%	2.7%
Canoeing	10,046	100%	9,595	100%	9,199	100%	-8.4%	-4.1%
Snorkeling	8,717	100%	7,729	100%	7,316	100%	-16.1%	-5.3%
<i>Casual (1-7 times)</i>	6,945	80%	6,374	82%	5,989	82%	-13.8%	-6.0%
<i>Core(8+ times)</i>	1,773	20%	1,355	18%	1,326	18%	-25.2%	-2.1%
Jet Skiing	5,783	100%	4,900	100%	5,062	100%	-12.5%	3.3%
<i>Casual (1-7 times)</i>	4,143	72%	3,783	77%	3,780	75%	-8.8%	-0.1%
<i>Core(8+ times)</i>	1,640	28%	1,116	23%	1,281	25%	-21.9%	14.8%
Sailing	4,095	100%	3,486	100%	3,463	100%	-15.4%	-0.7%
<i>Casual (1-7 times)</i>	2,833	69%	2,395	69%	2,418	70%	-14.6%	1.0%
<i>Core(8+ times)</i>	1,262	31%	1,091	31%	1,045	30%	-17.2%	-4.2%
Stand-Up Paddling	3,220	100%	3,675	100%	3,739	100%	16.1%	1.7%
Rafting	3,428	100%	3,474	100%	3,383	100%	-1.3%	-2.6%
Water Skiing	3,700	100%	3,050	100%	3,058	100%	-17.4%	0.3%
<i>Casual (1-7 times)</i>	2,667	72%	2,189	72%	2,209	72%	-17.2%	0.9%
<i>Core(8+ times)</i>	1,033	28%	861	28%	849	28%	-17.8%	-1.4%
Surfing	2,793	100%	3,800	100%	3,463	100%	24.0%	-8.9%
<i>Casual (1-7 times)</i>	1,768	63%	2,507	66%	2,158	62%	22.1%	-13.9%
<i>Core(8+ times)</i>	1,024	37%	1,293	34%	1,305	38%	27.4%	0.9%
Wakeboarding	2,912	100%	2,754	100%	2,674	100%	-8.2%	-2.9%
<i>Casual (1-7 times)</i>	2,017	69%	2,007	73%	1,902	71%	-5.7%	-5.2%
<i>Core(8+ times)</i>	895	31%	747	27%	772	29%	-13.7%	3.3%
Scuba Diving	3,111	100%	2,588	100%	2,476	100%	-20.4%	-4.3%
<i>Casual (1-7 times)</i>	2,292	74%	1,880	73%	1,795	72%	-21.7%	-4.5%
<i>Core(8+ times)</i>	819	26%	708	27%	680	27%	-17.0%	-4.0%
Kayaking (Sea/Touring)	3,124	100%	2,508	100%	2,587	100%	-17.2%	3.1%
Kayaking (White Water)	2,552	100%	2,605	100%	2,587	100%	1.4%	-0.7%
Boardsailing/Windsurfing	1,737	100%	1,268	100%	1,297	100%	-25.3%	2.3%
<i>Casual (1-7 times)</i>	1,449	83%	1,015	80%	1,002	77%	-30.8%	-1.3%
<i>Core(8+ times)</i>	288	17%	253	20%	295	23%	2.4%	16.6%
NOTE: Participation figures are in 000's for the US population ages 6 and over								
Participation Growth/Decline	Large Increase (greater than 25%)		Moderate Increase (0% to 25%)		Moderate Decrease (0% to -25%)		Large Decrease (less than -25%)	
Core vs Casual Distribution	Mostly Core Participants (greater than 75%)		More Core Participants (56-74%)		Evenly Divided (45-55% Core and Casual)		More Casual Participants (56-74%)	
							Mostly Casual Participants (greater than 75%)	

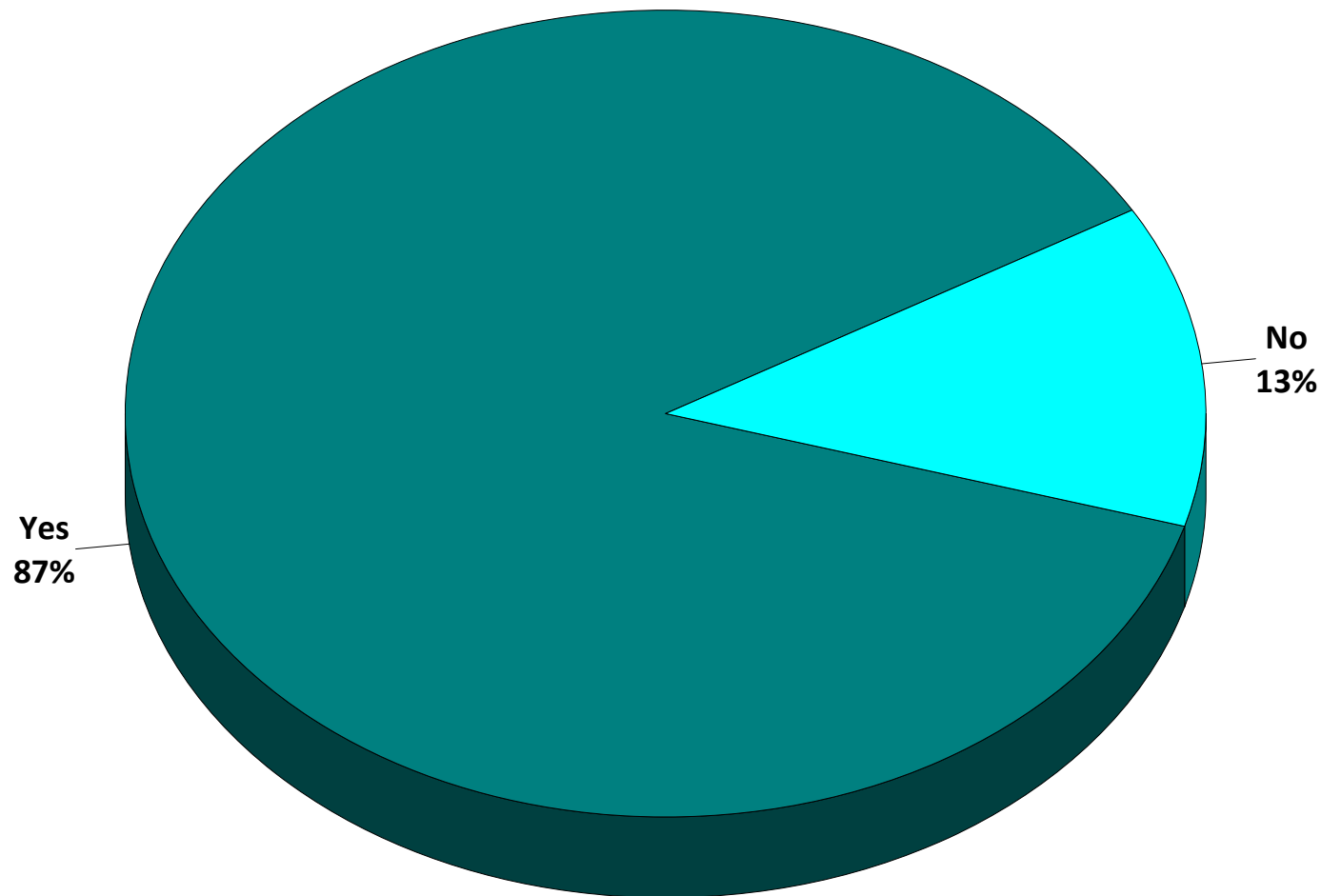


APPENDIX C: ETC STATISTICALLY VALID SURVEY CHARTS AND GRAPHS

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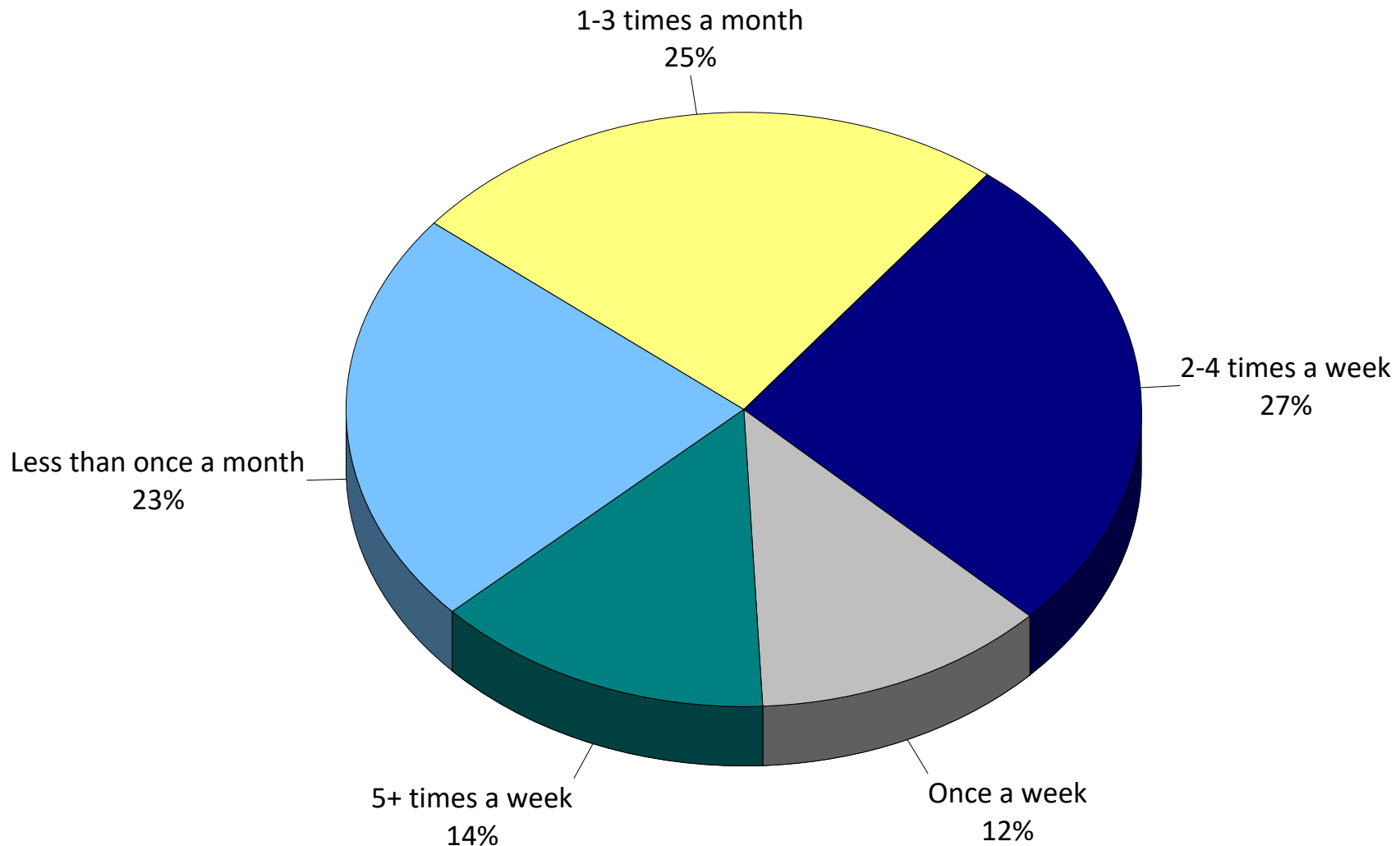
Q1. Have you or any member of your household visited any City of Oregon City parks or recreation facilities during the past 12 months?

by percentage of respondents



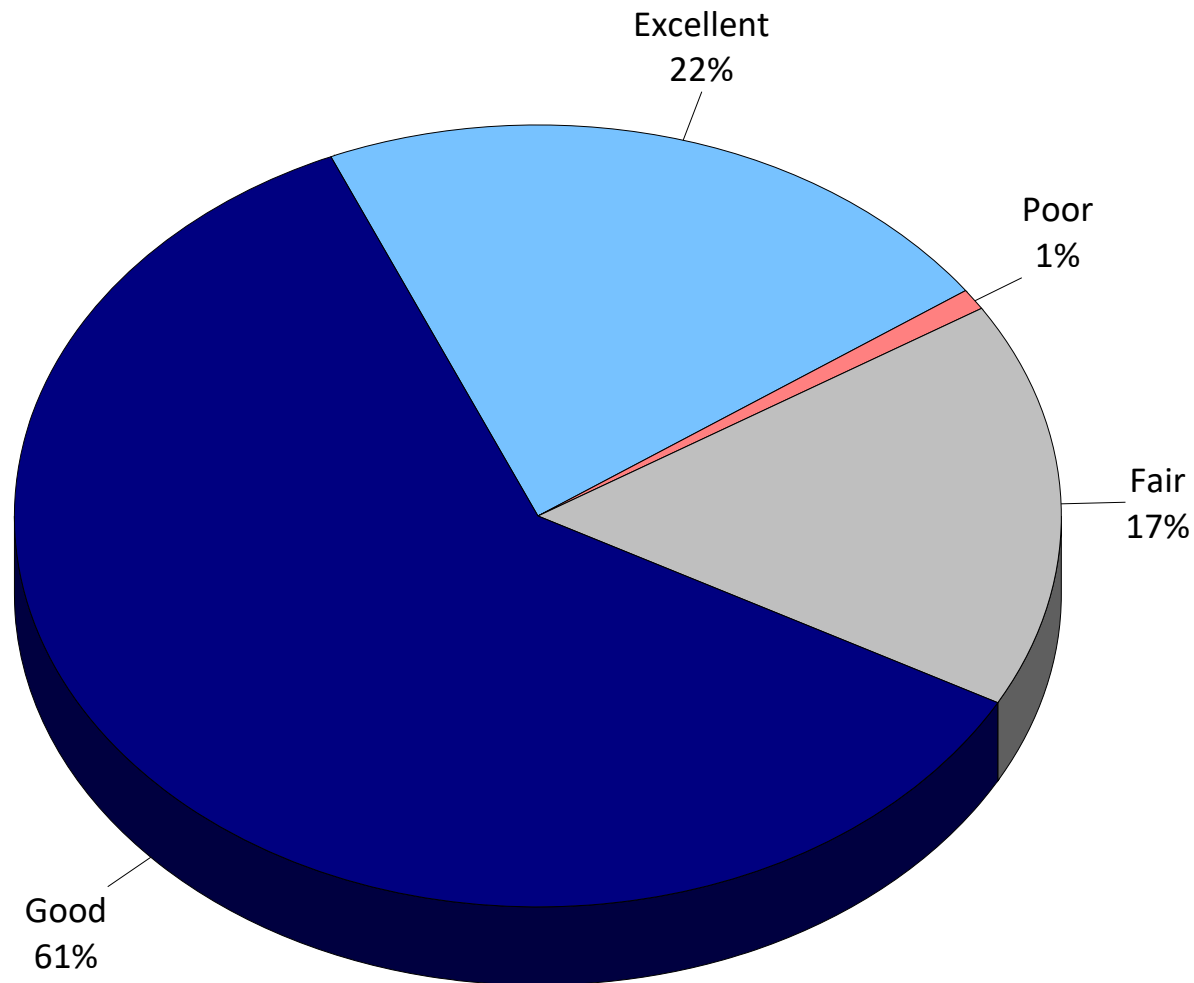
Q1a. How often have you visited City of Oregon City parks and/or recreation facilities during the past 12 months?

by percentage of respondents who responded "Yes" to Q1 (excluding "don't know")



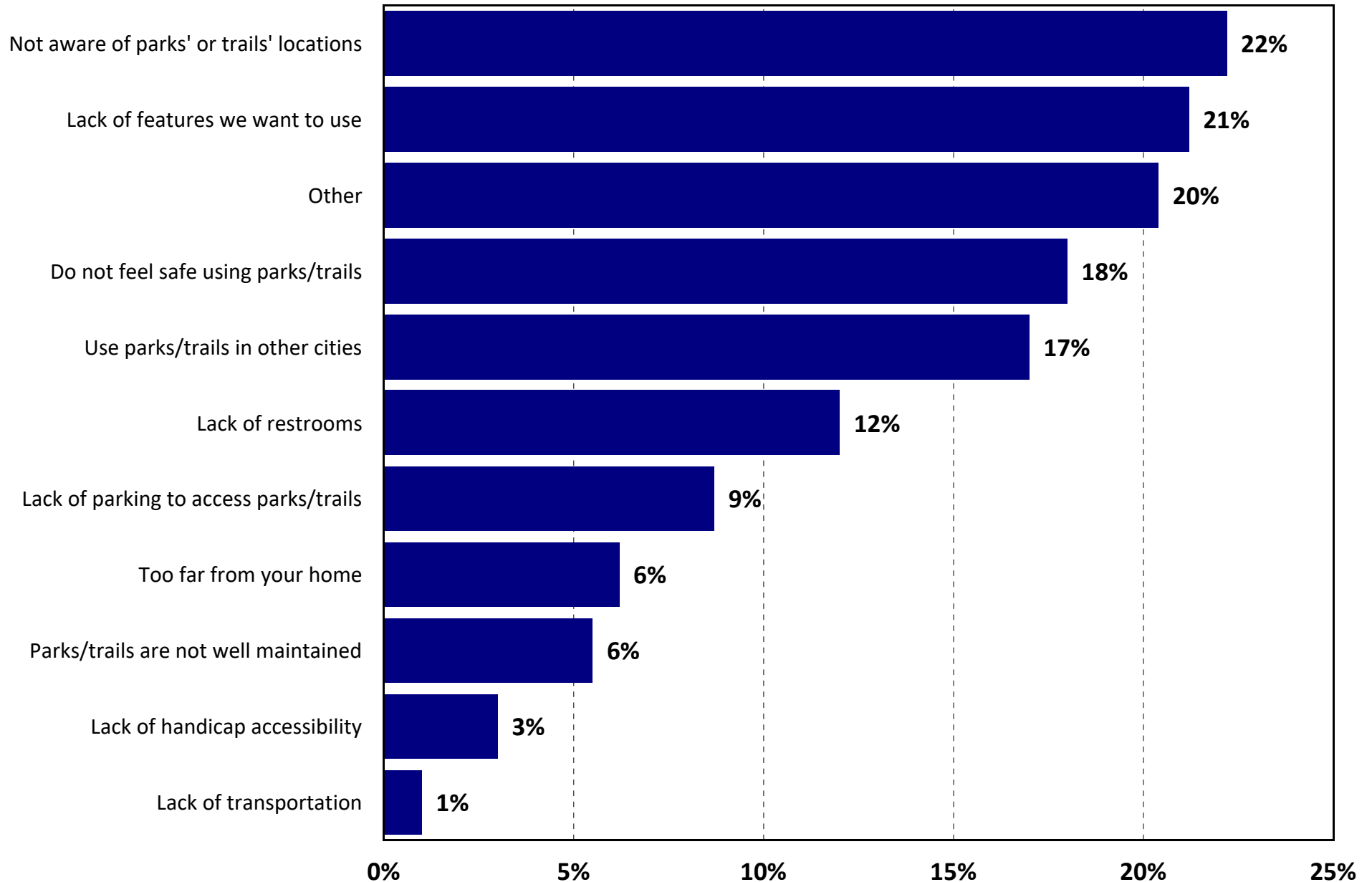
Q1b. Overall, how would you rate the physical condition of ALL the City of Oregon City parks and recreation facilities you have visited?

by percentage of respondents who responded "Yes" to Q1 (excluding "not provided")



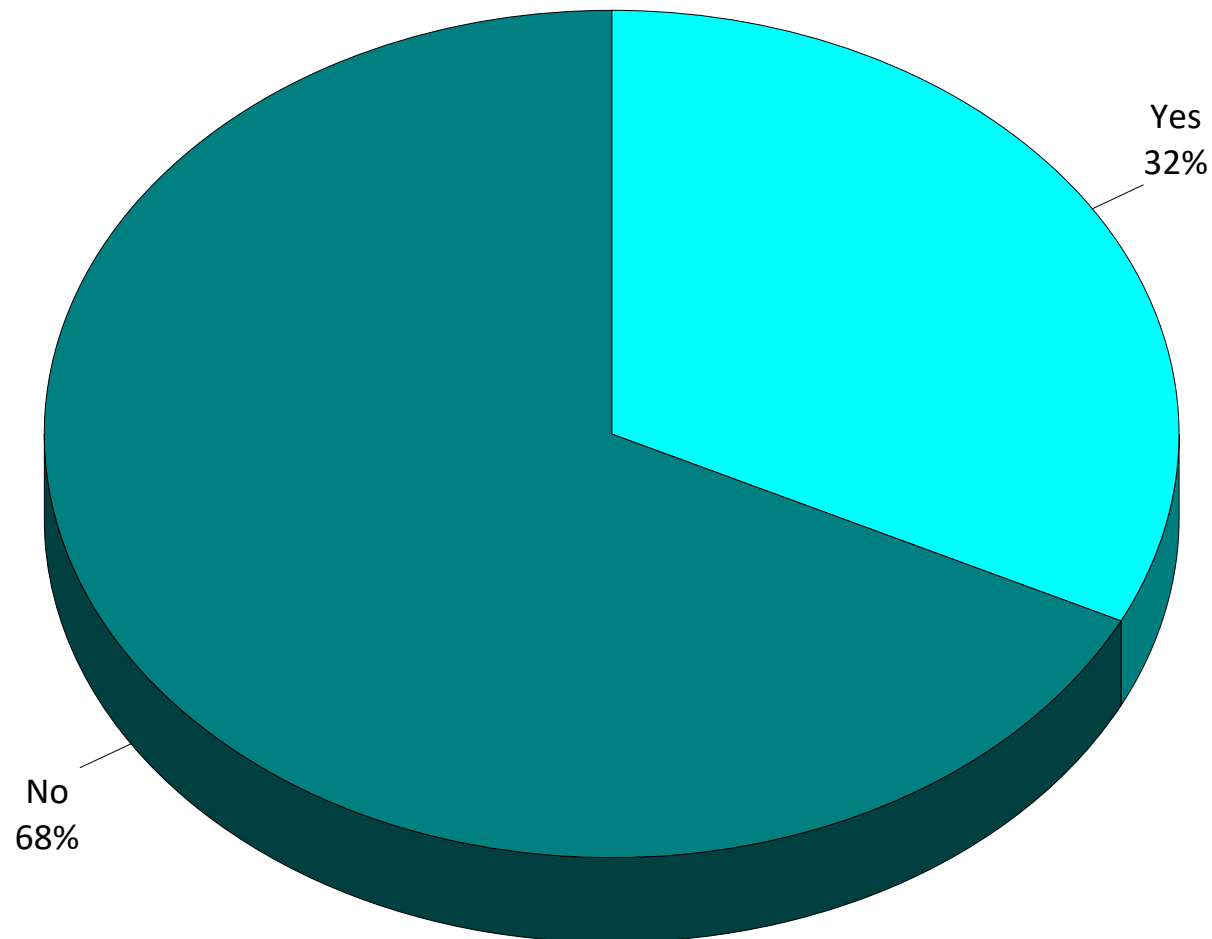
Q2. Barriers to Parks or Recreation Facilities Use

by percentage of respondents (multiple selections could be made)



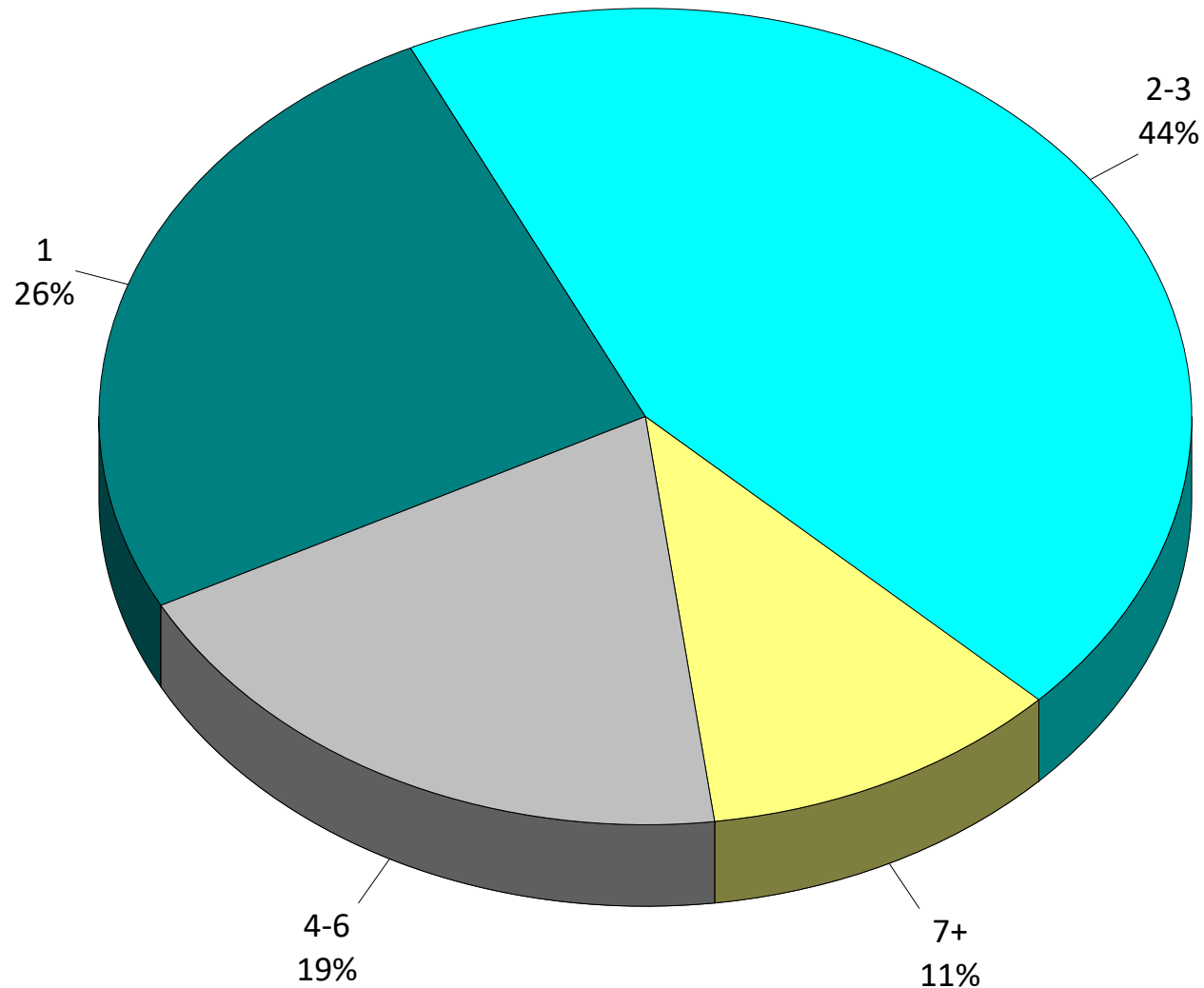
Q3. Has your household participated in any recreation programs /events offered by Oregon City Parks and Recreation during the past three years?

by percentage of respondents



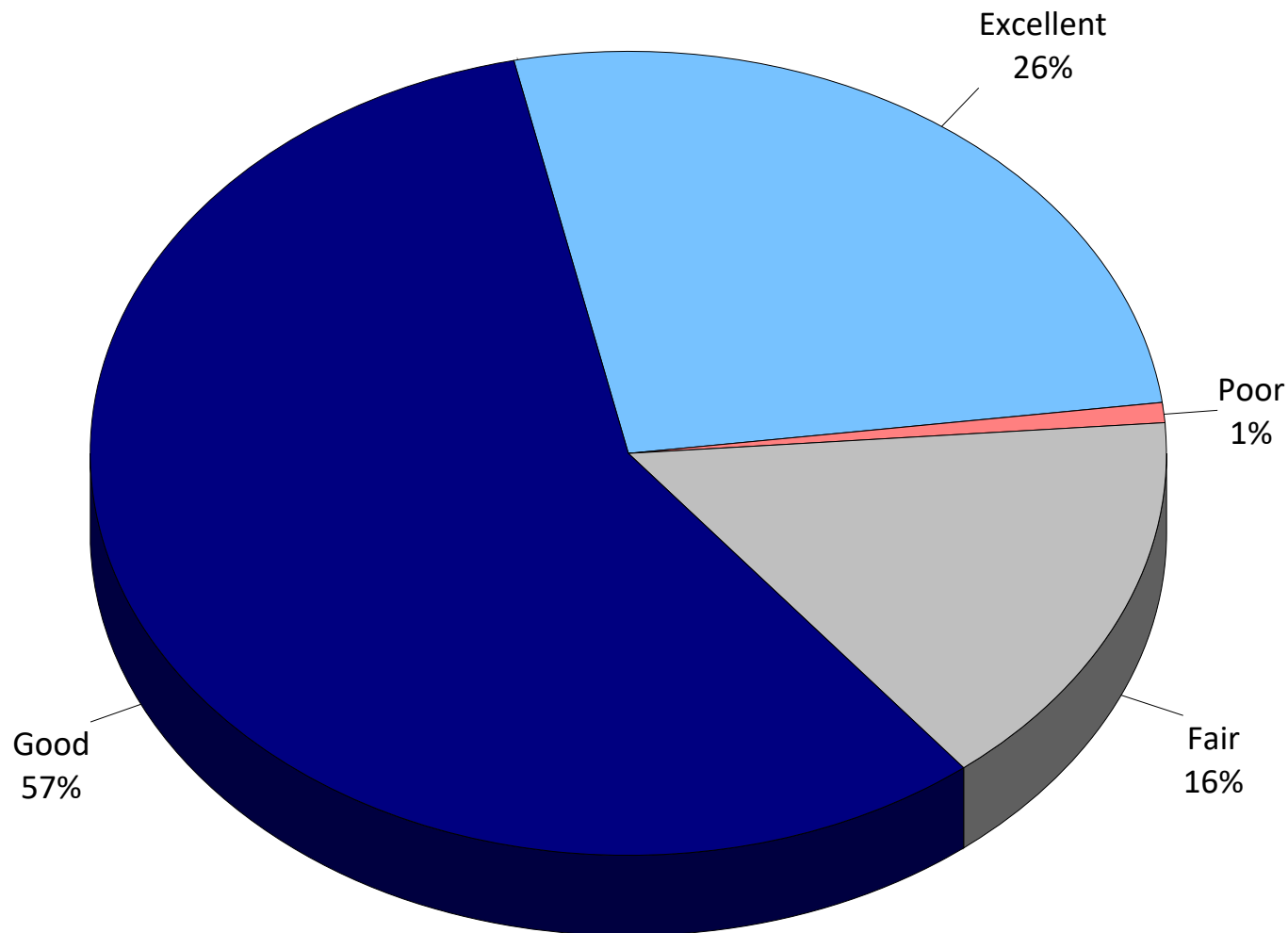
Q3a. How many recreation programs/events offered by Oregon City Parks and Recreation have you or members of your household participated in during the past three years?

by percentage of respondents who responded "Yes" to Q3



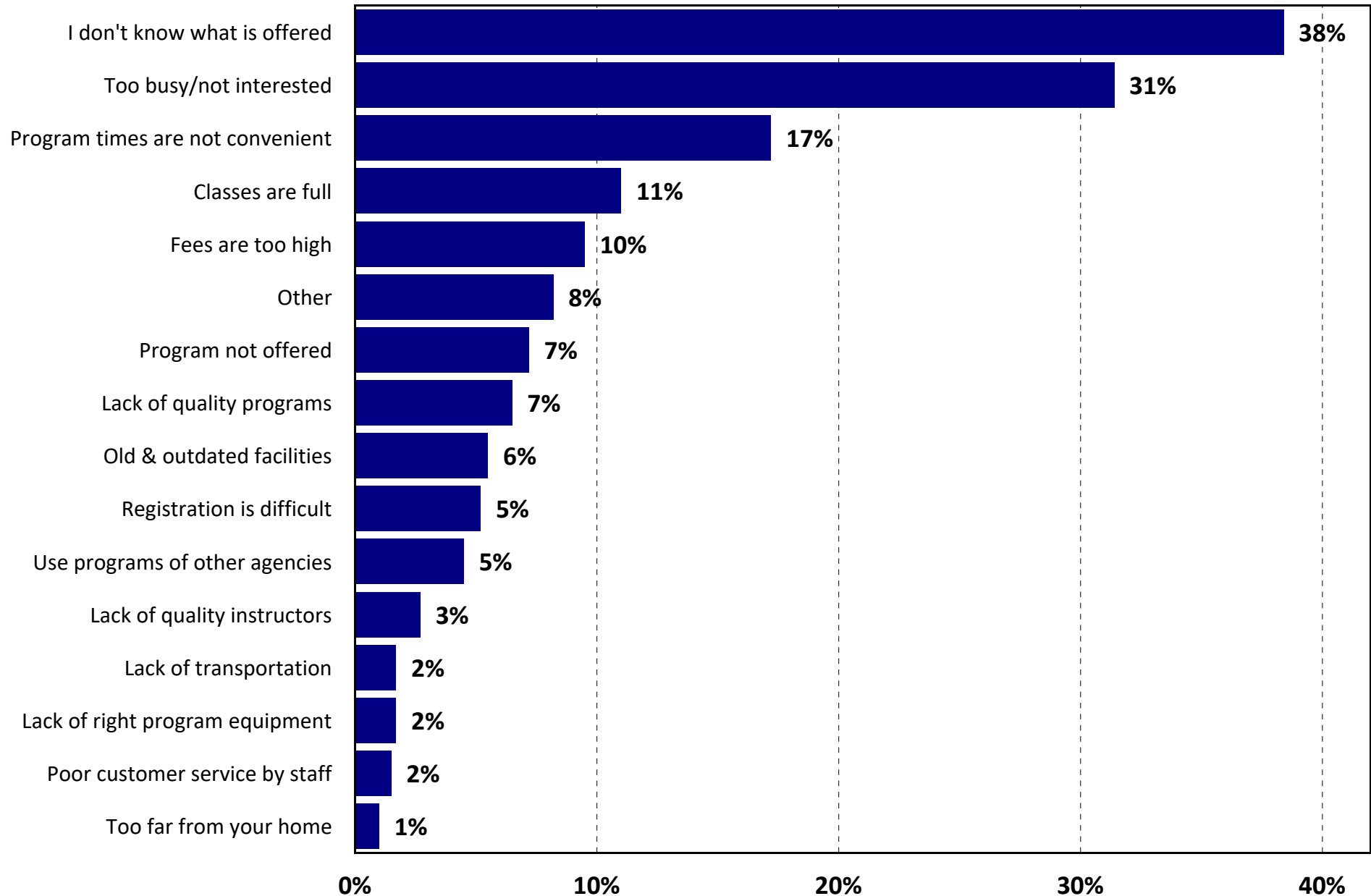
Q3b. How would you rate the overall quality of recreation programs /events offered by Oregon City Parks and Recreation in which your household has participated?

by percentage of respondents who responded "Yes" to Q3 (excluding "not provided")



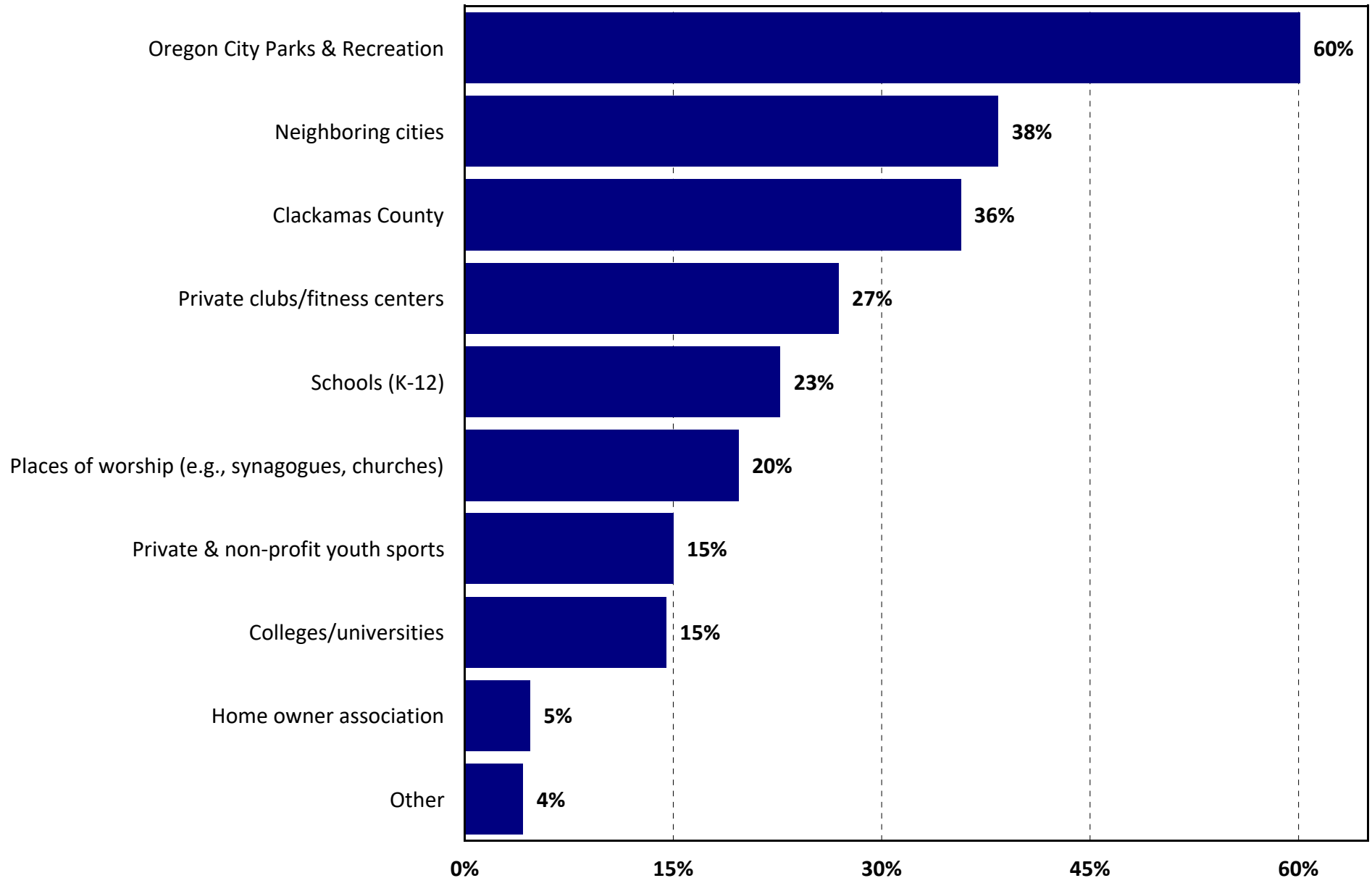
Q4. Barriers to Parks and Recreation Programs/Events Participation

by percentage of respondents (multiple selections could be made)



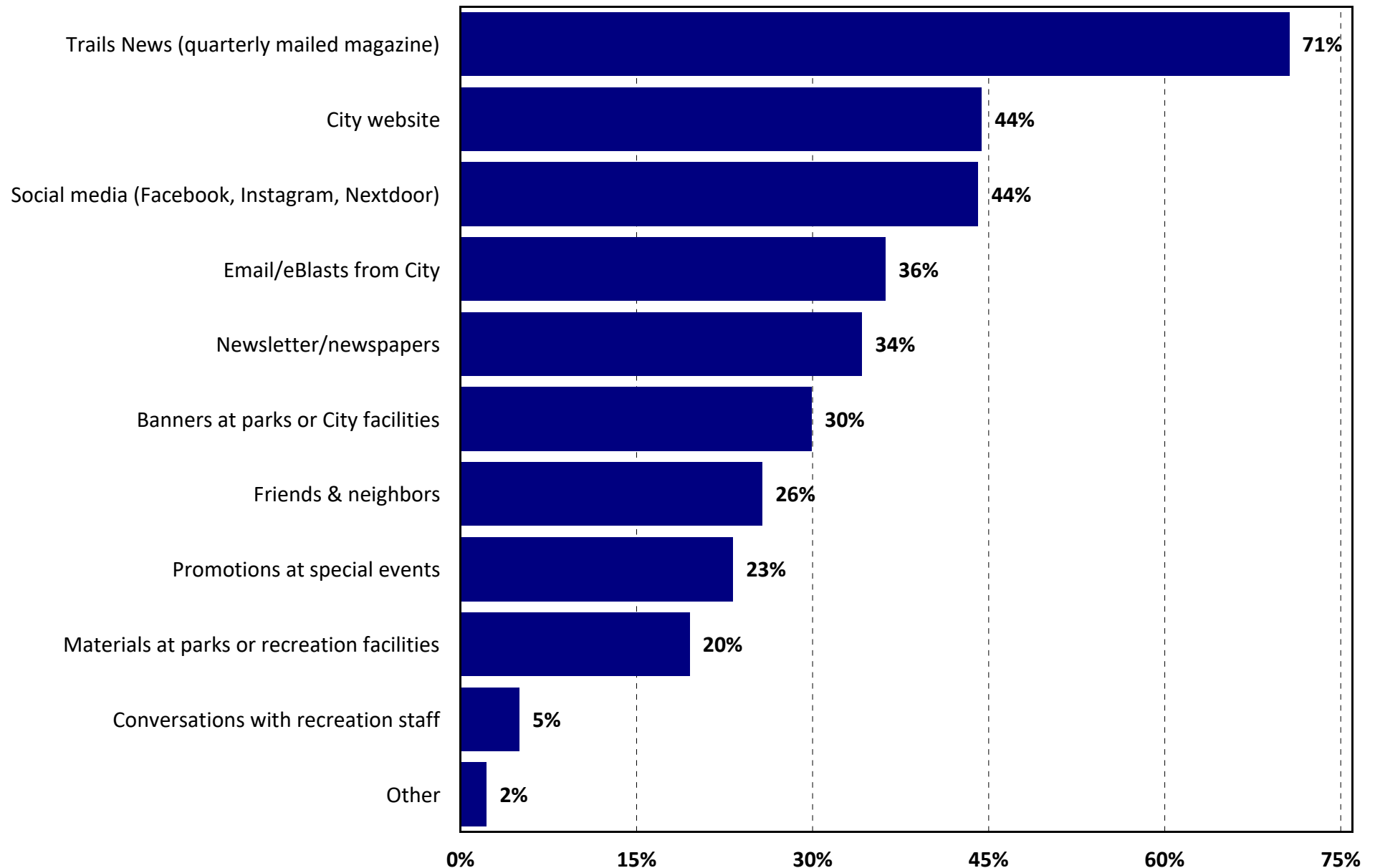
Q5. Organizations Households Used within the Last Two Years for Recreation and Sports Activities

by percentage of respondents (multiple selections could be made)



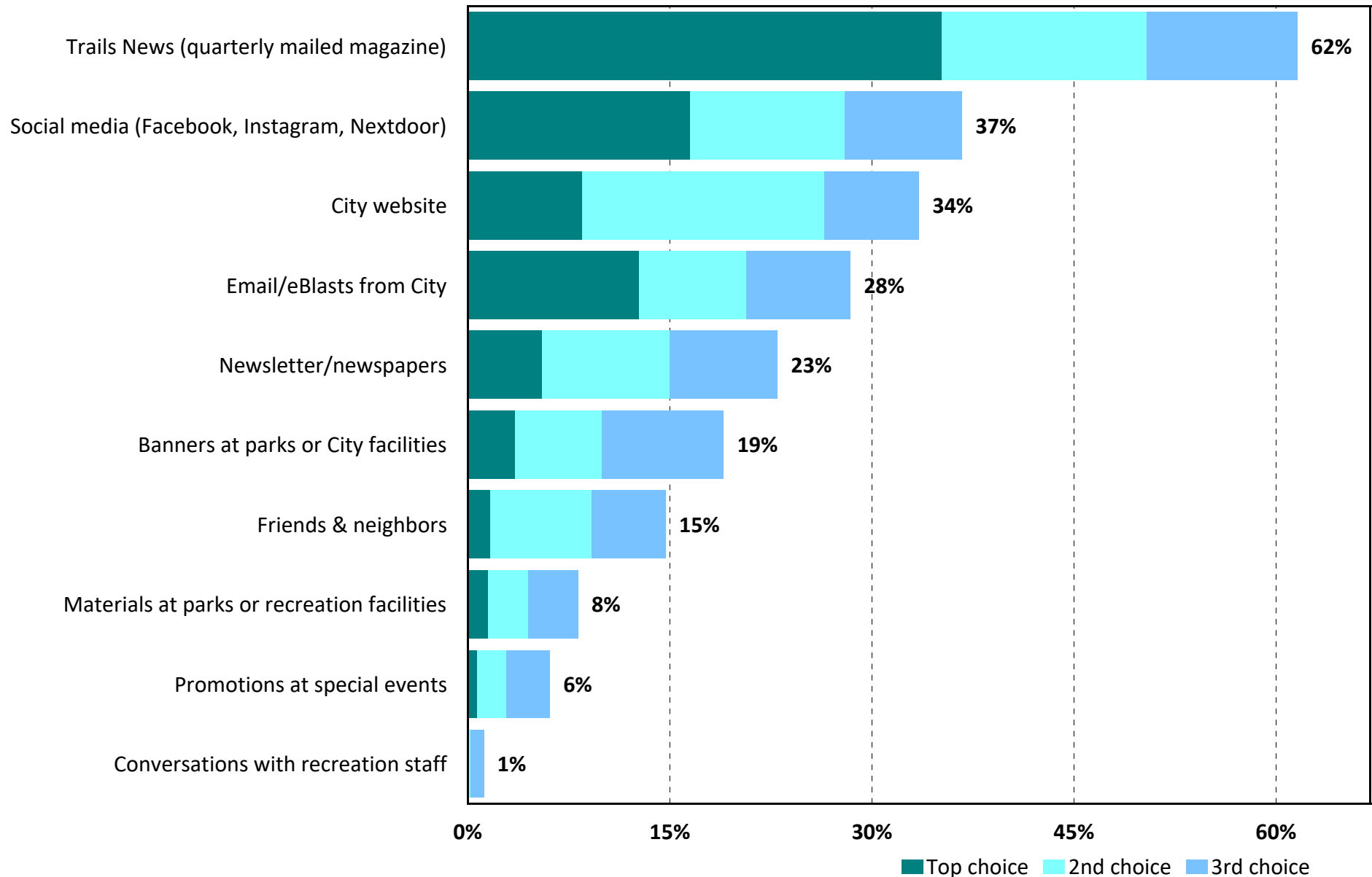
Q6. Ways respondents would like to learn about Oregon City Parks and Recreation programs and events.

by percentage of respondents (multiple selections could be made)



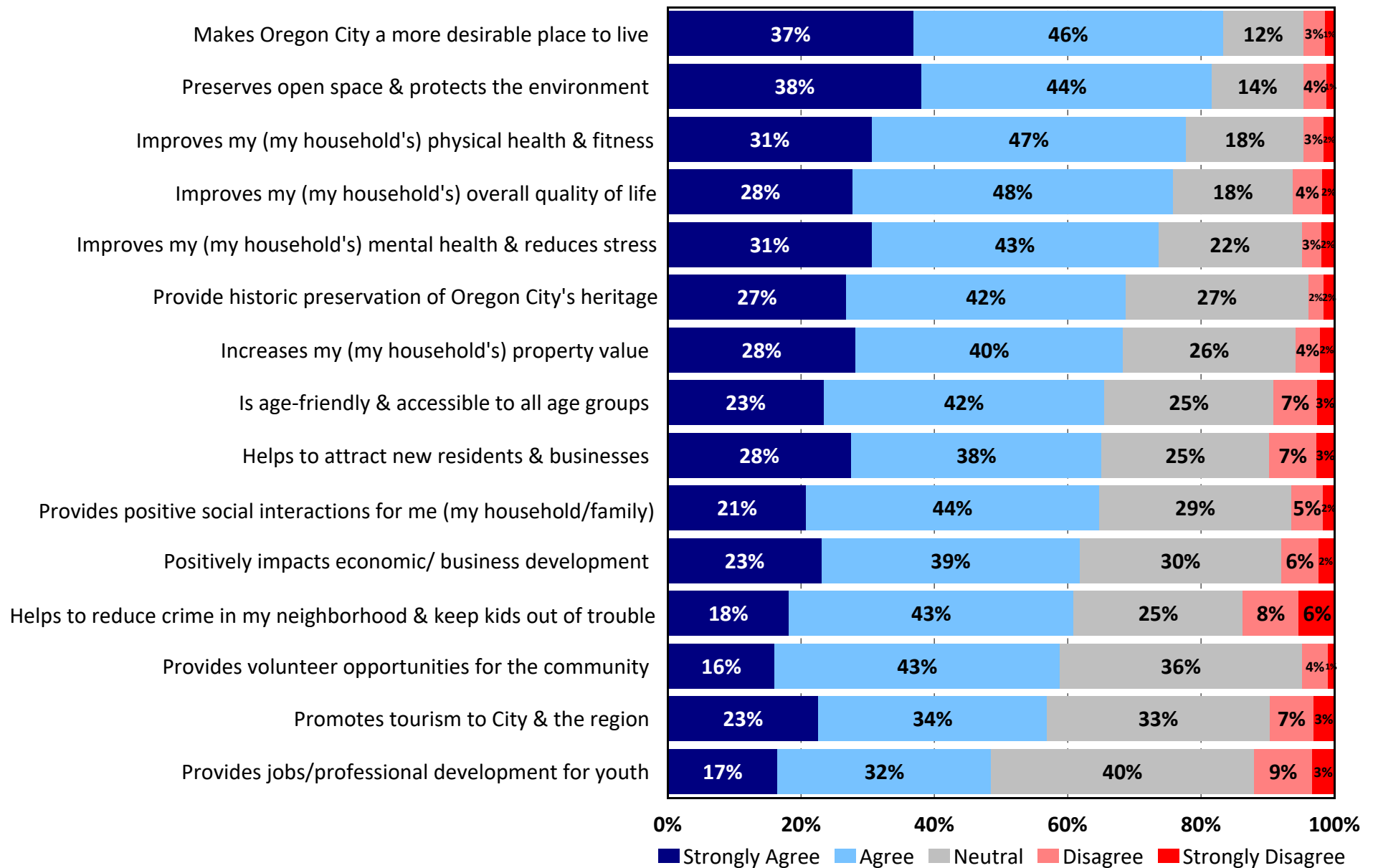
Q7. Most Preferred Sources for Learning About Recreation Programs and Events

by percentage of respondents who selected the items as one of their top three choices



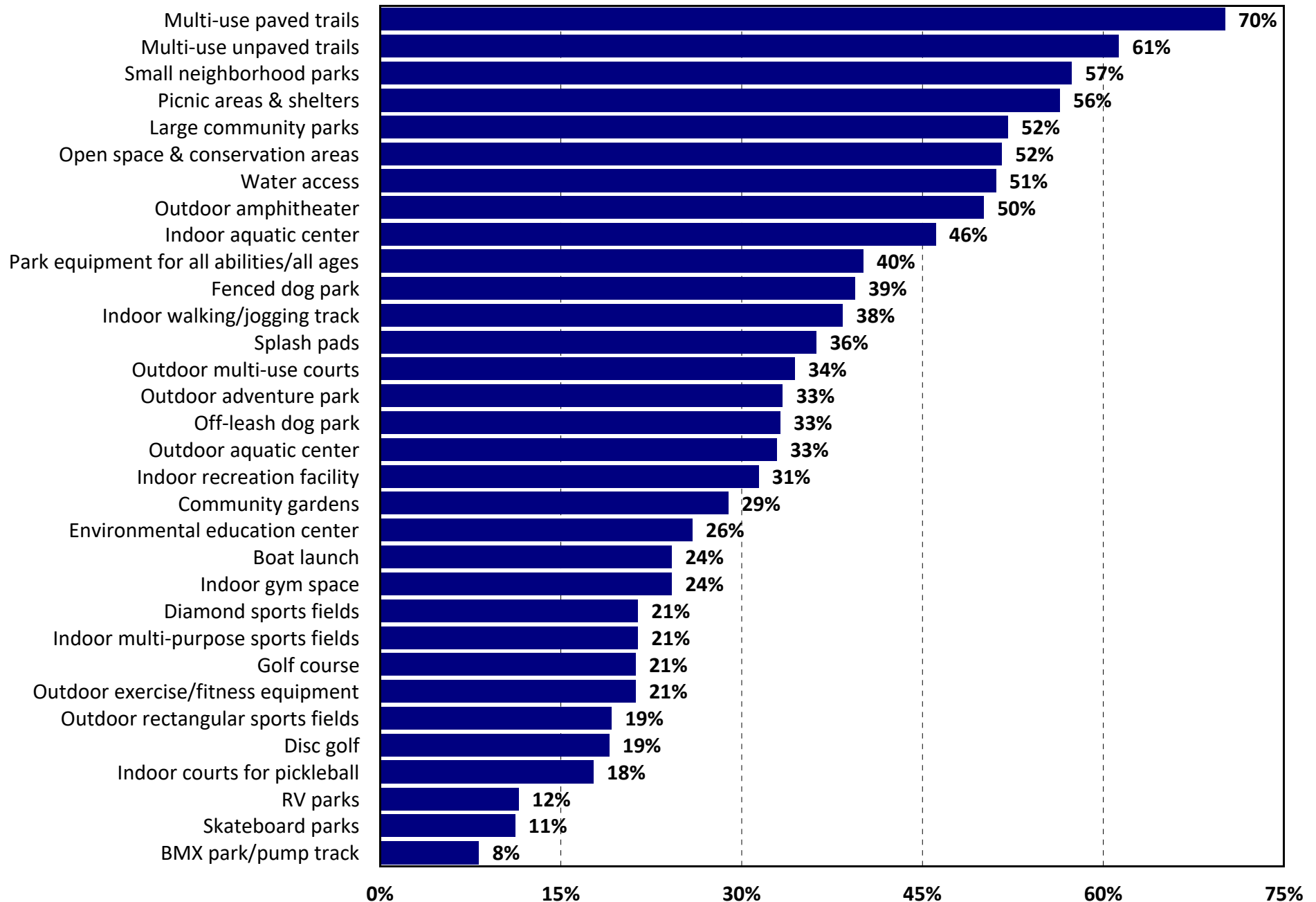
Q8. Level of Agreement with Statements Regarding Benefits of Parks and Recreation Services

by percentage of respondents (excluding "don't know")



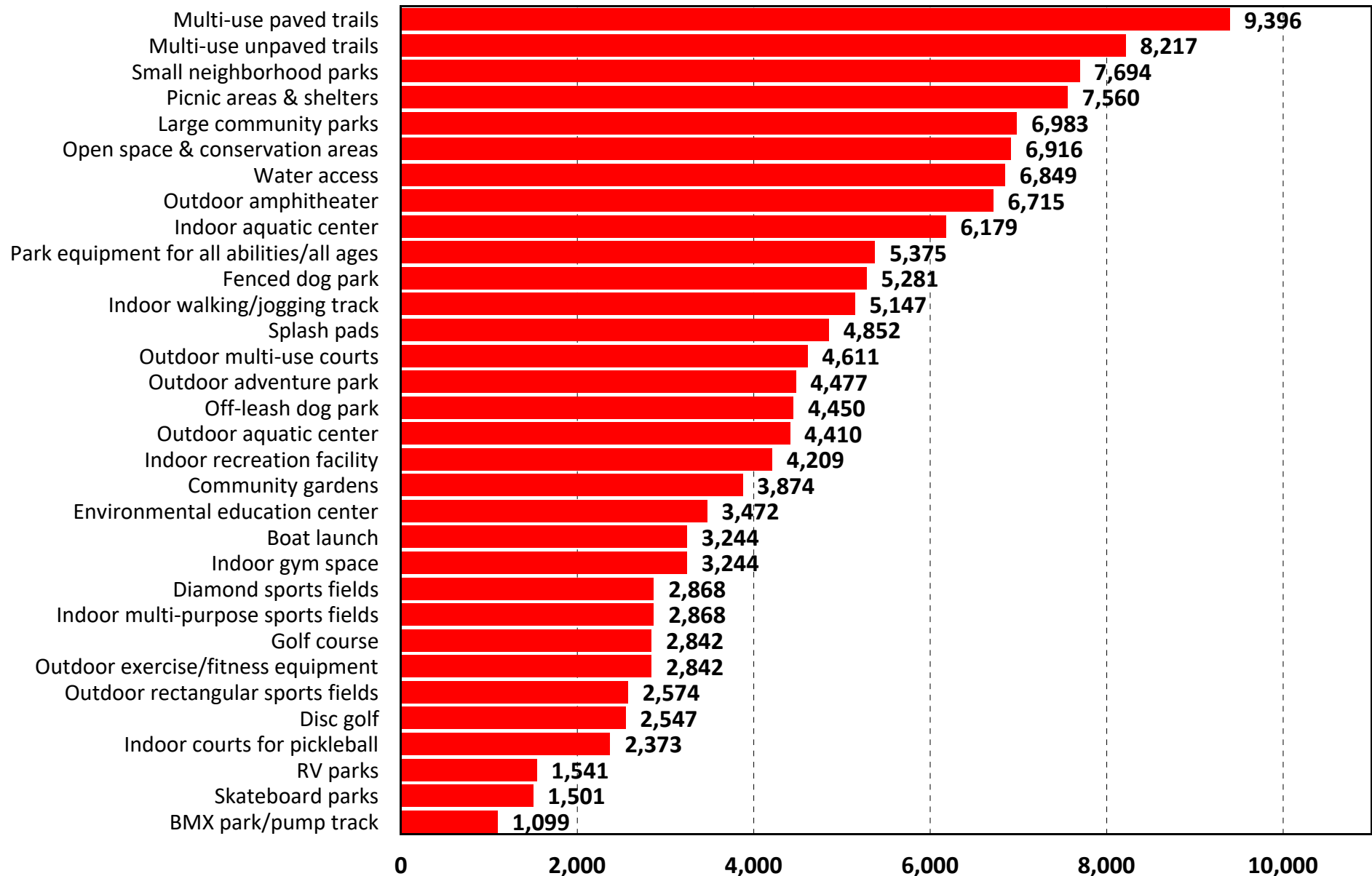
Q9. Respondents With Need for Facility or Amenity

by percentage of respondents



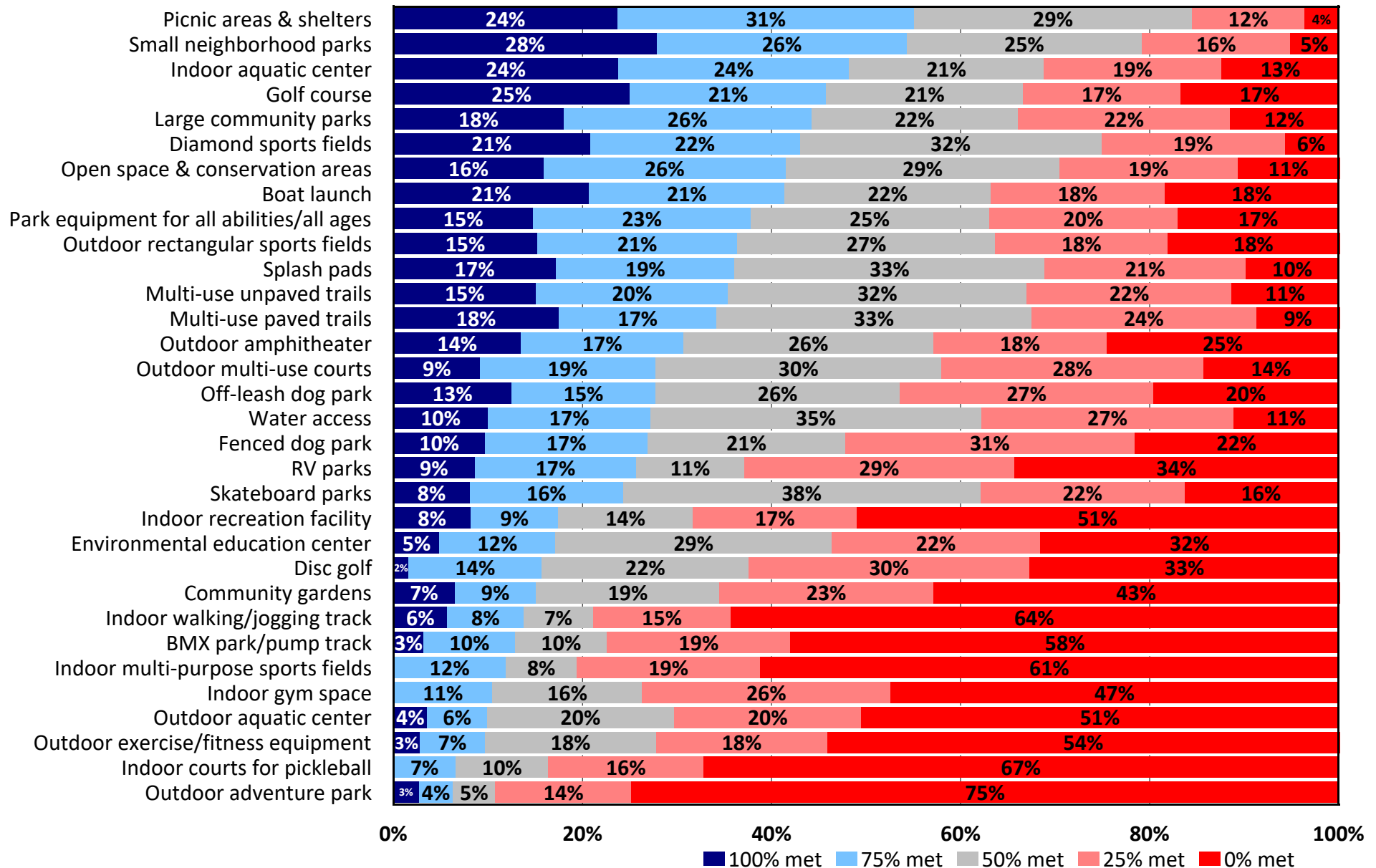
Q9a. Estimated Number of Households in Oregon City Who Have a Need for Facility/ Amenity

by number of households based on an estimated 13,404 households



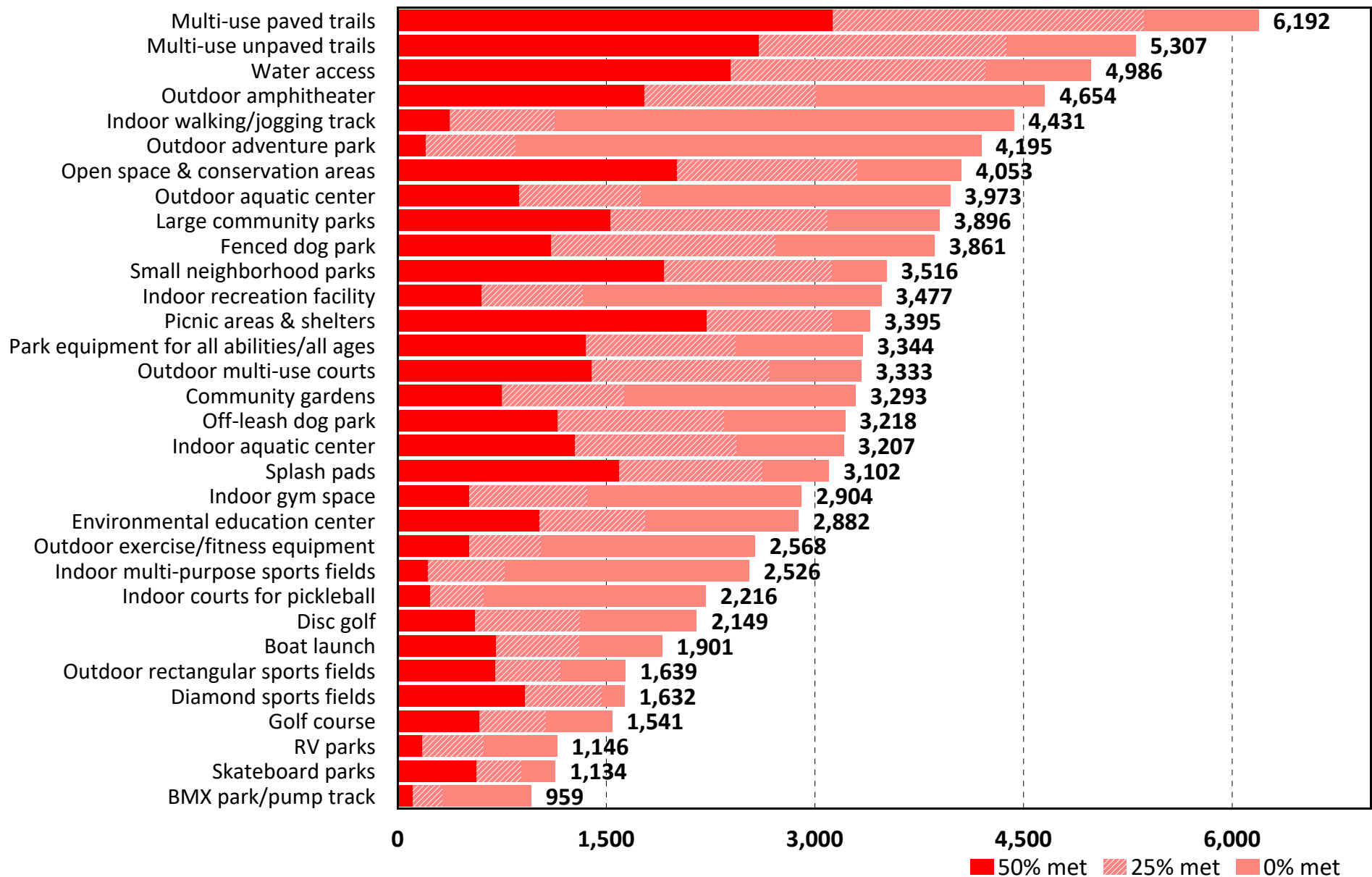
Q9b. How Well Households' Need For Facility / Amenity Is Currently Being Met

by percentage of respondents who answered "Yes" to Q9



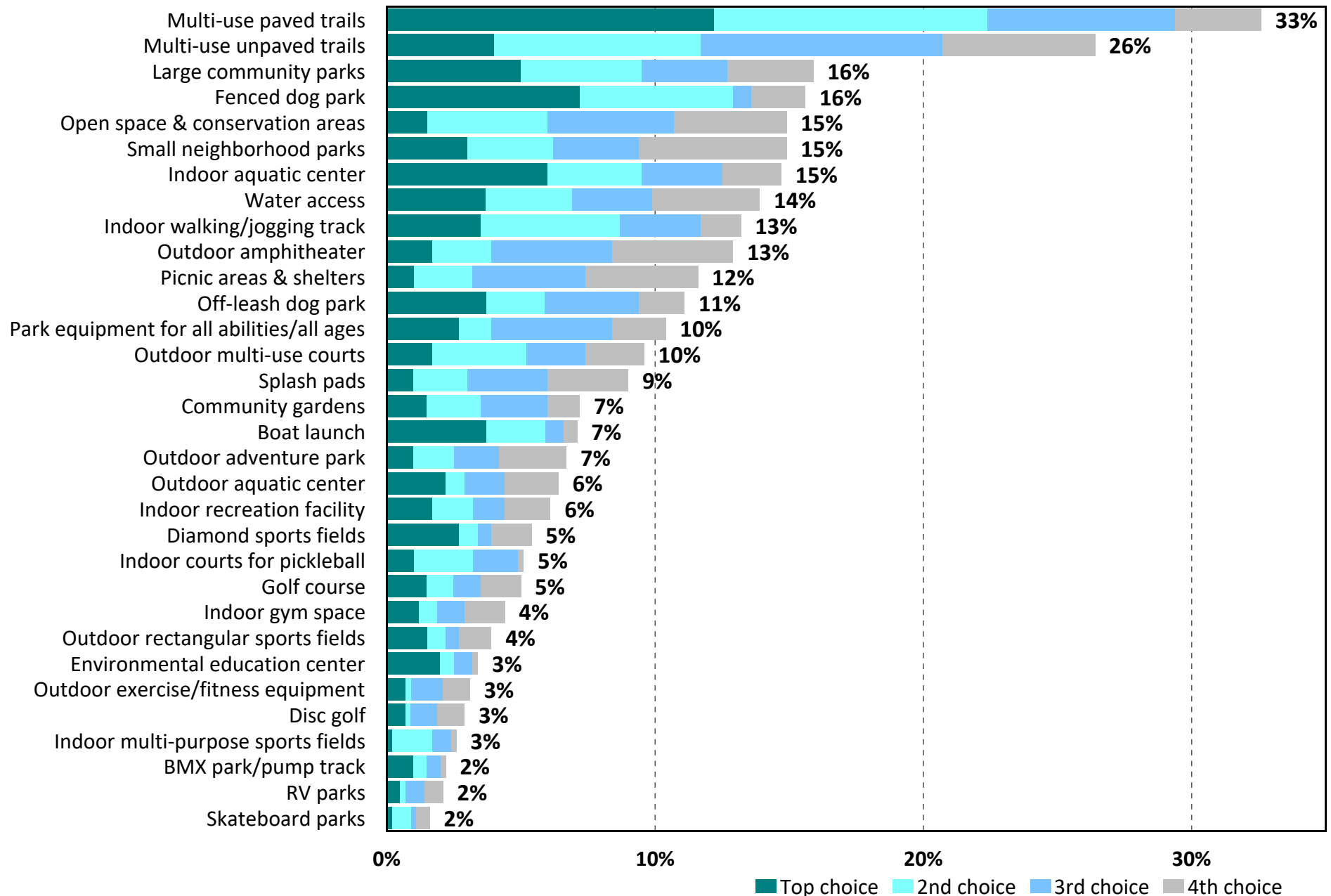
Q9c. Estimated Number of Households in Oregon City Whose Facility/ Amenity Need Is Met 50% or Less

by number of households with need based on an estimated 13,404 Households



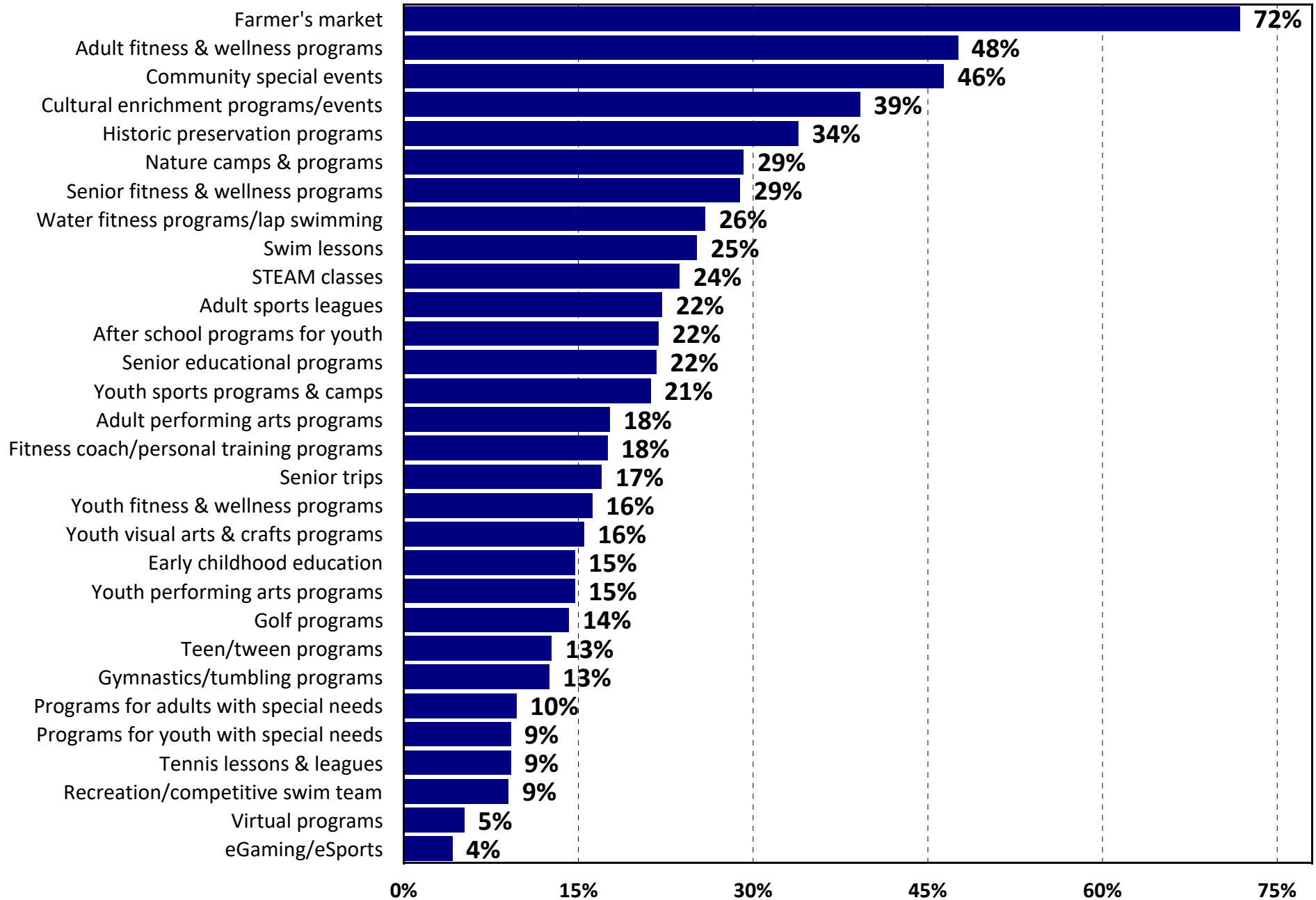
Q10. Most Important Facility/Amenity to Households

by percentage of respondents who selected the items as one of their top four choices



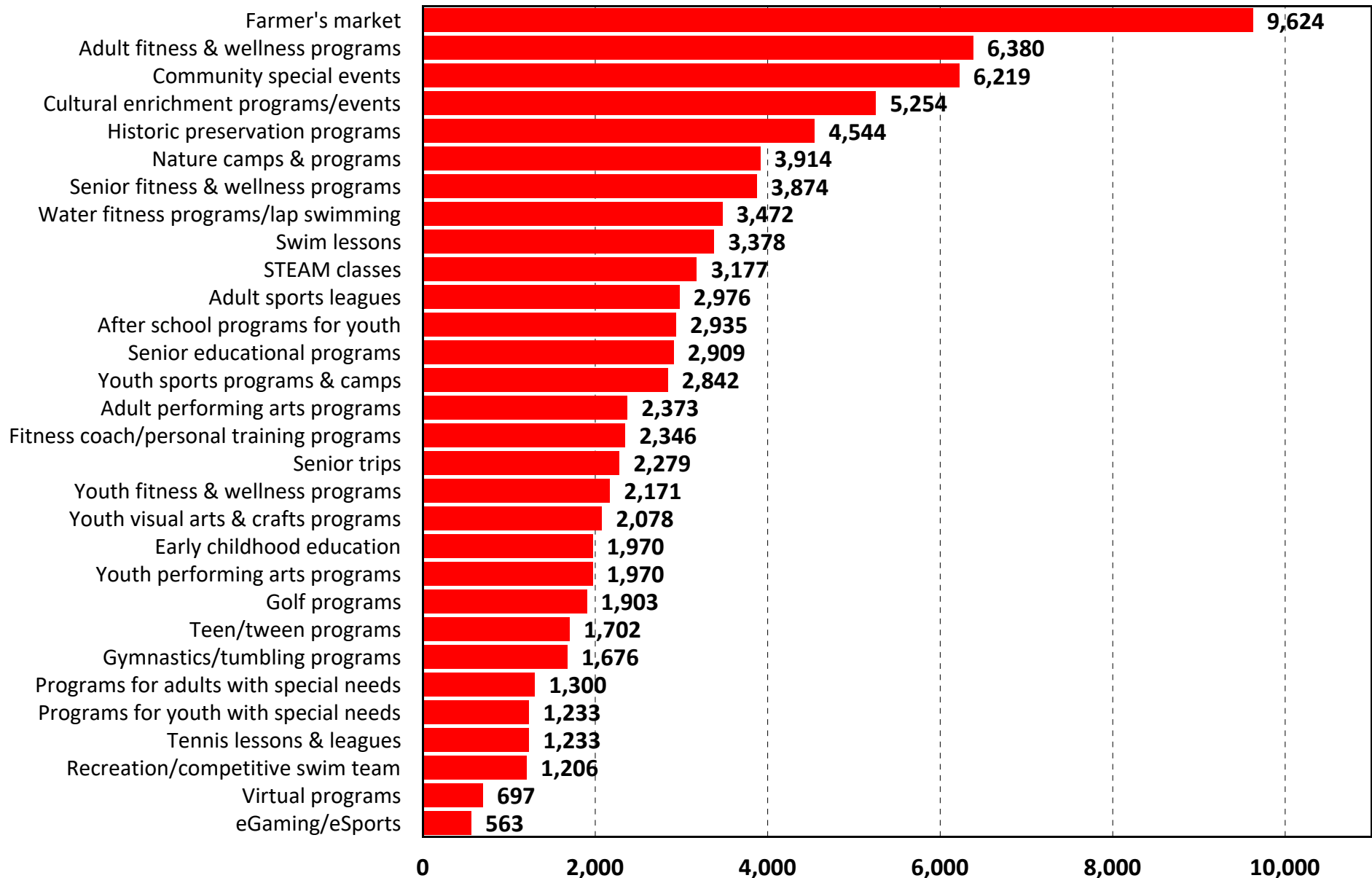
Q11. Respondents With Need for Recreation Program

by percentage of respondents



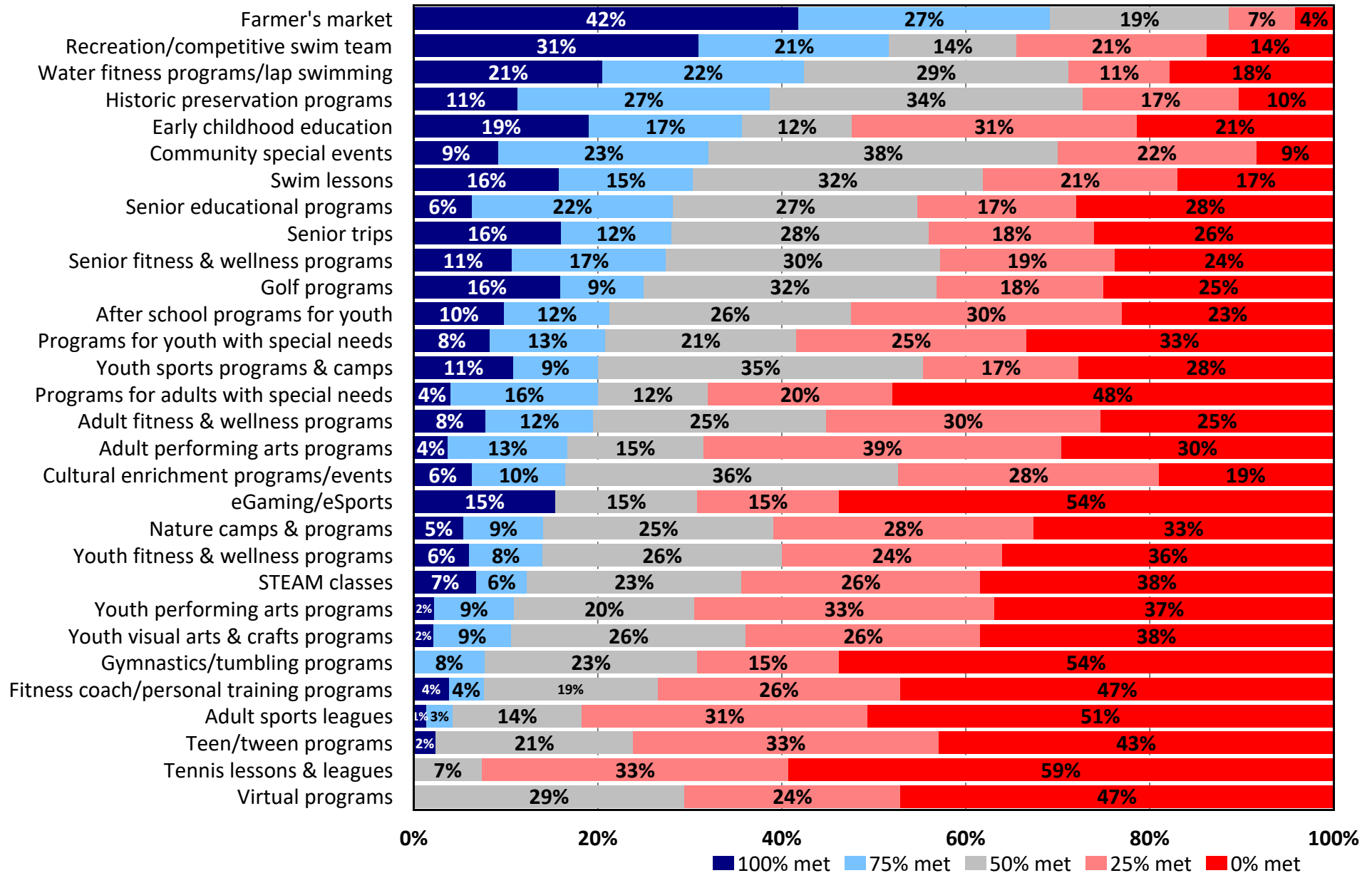
Q11a. Estimated Number of Households in Oregon City Who Have a Need for Recreation Program

by number of households based on an estimated 13,404 households



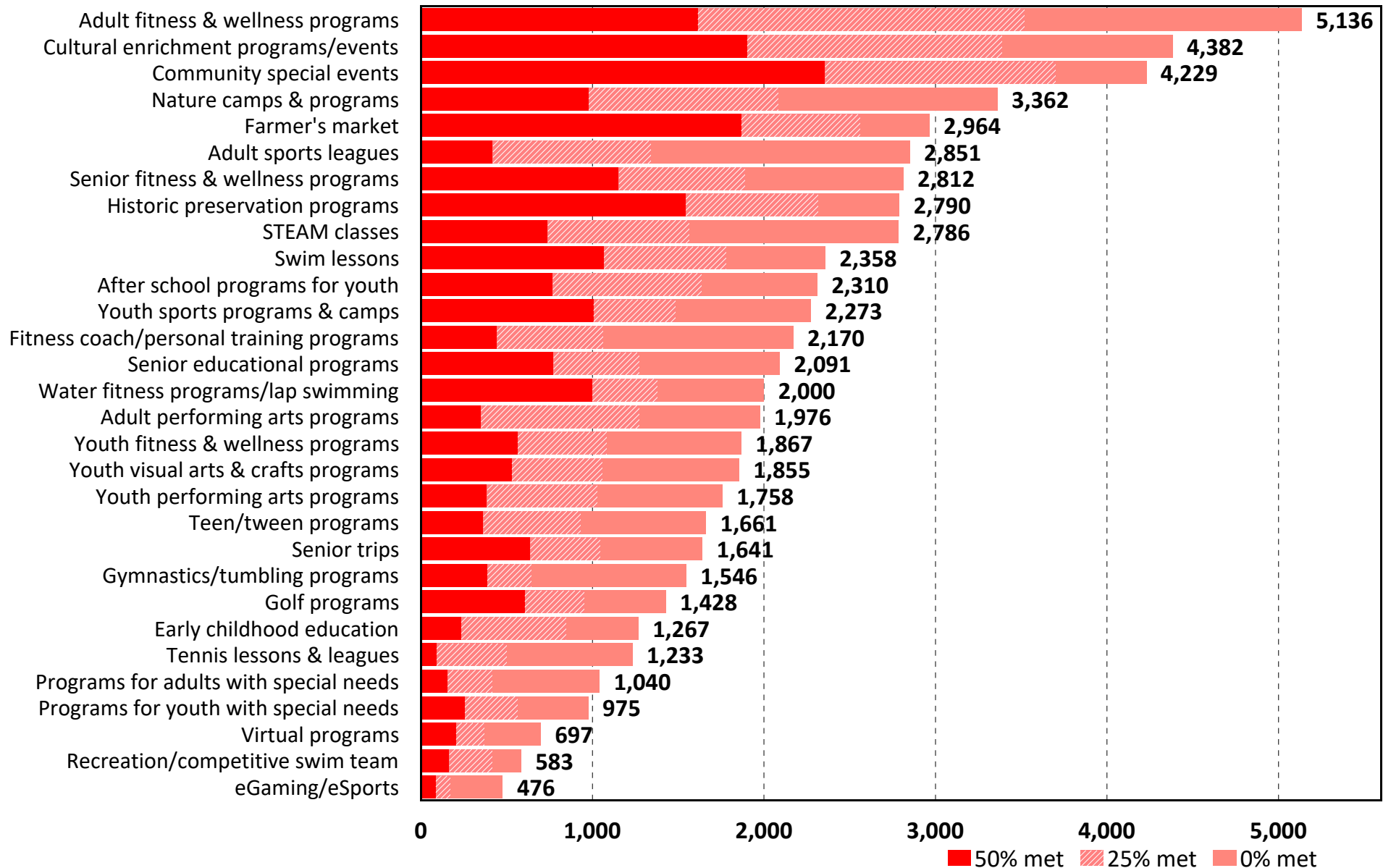
Q11b. How Well Households' Need For Recreation Program Is Currently Being Met

by percentage of respondents who answered "Yes" to Q11



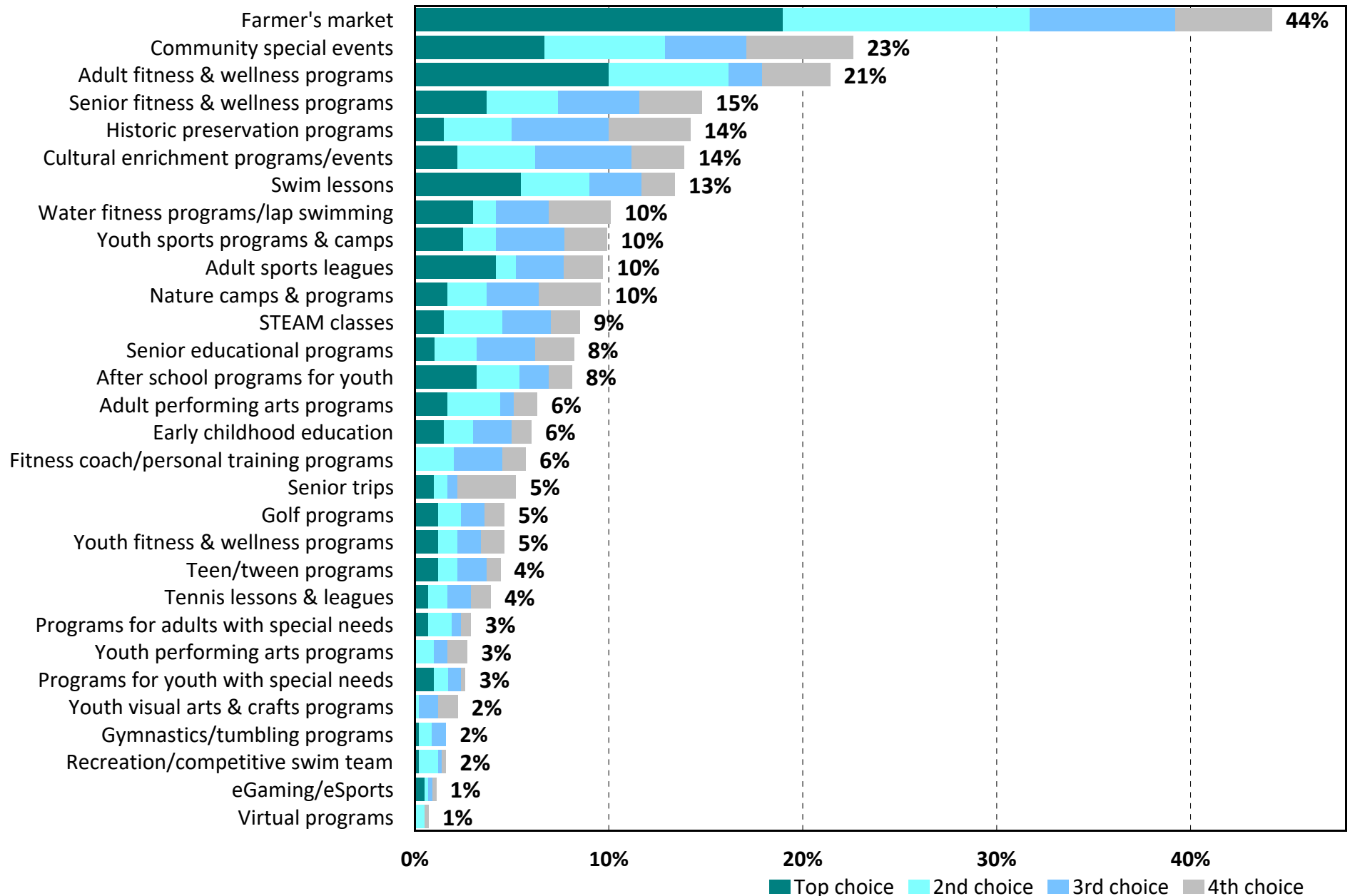
Q11c. Estimated Number of Households in Oregon City Whose Recreation Program Needs Are Met 50% or Less

by number of households with need based on an estimated 13,404 households



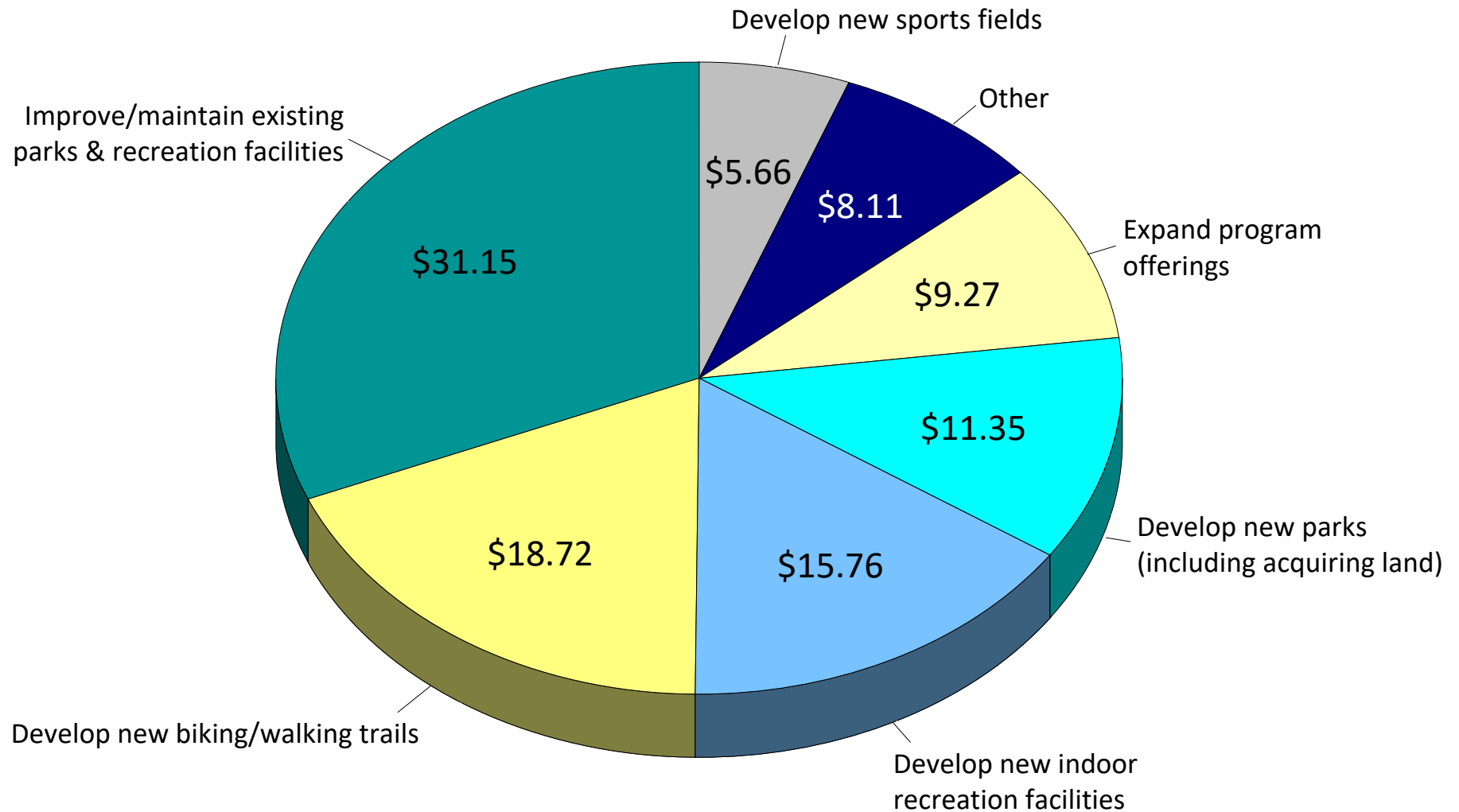
Q12. Most Important Recreation Program to Households

by percentage of respondents who selected the items as one of their top four choices



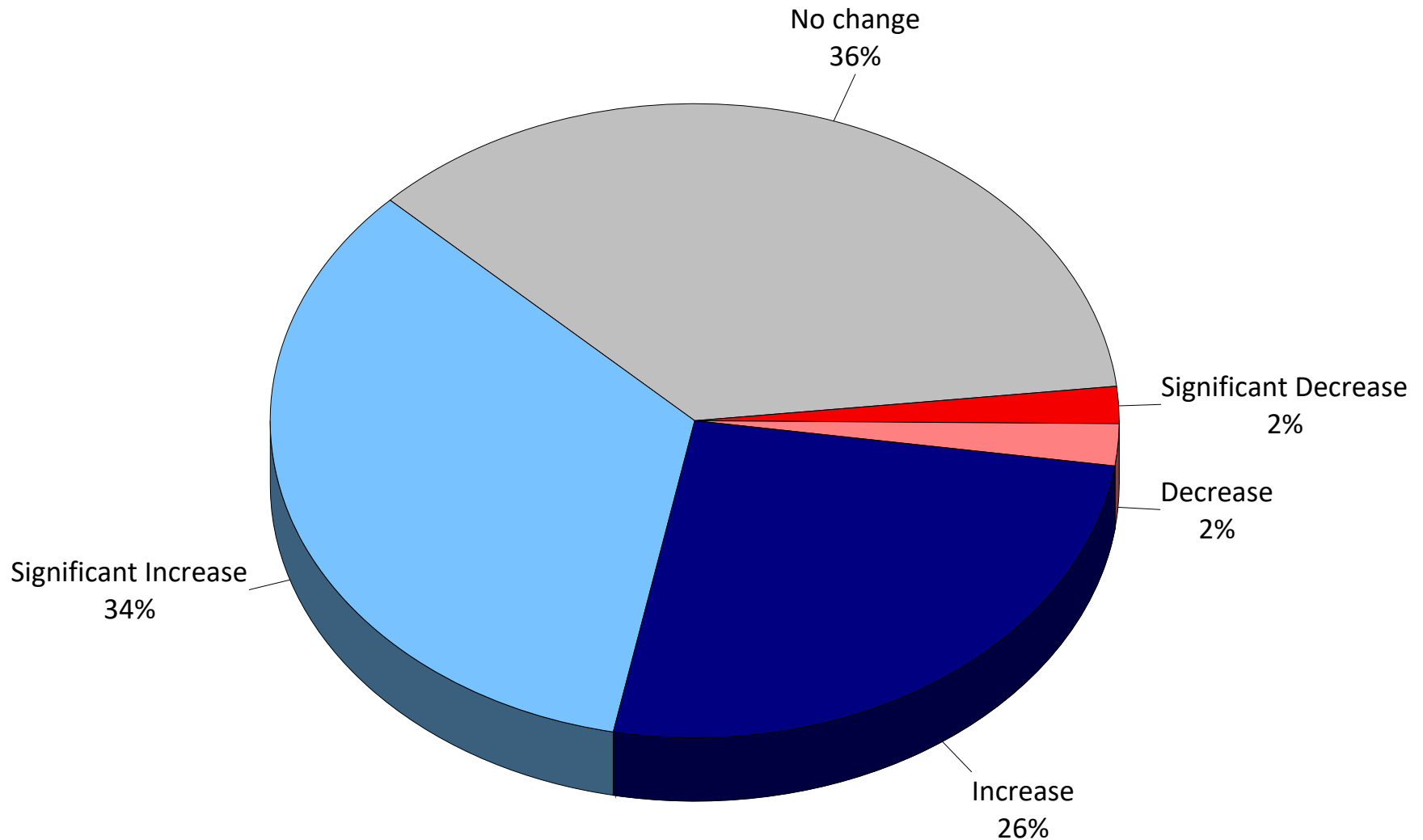
Q13. With a Budget of \$100, How Would Respondents Allocate Funds for Parks and Recreation?

by average allocated per item



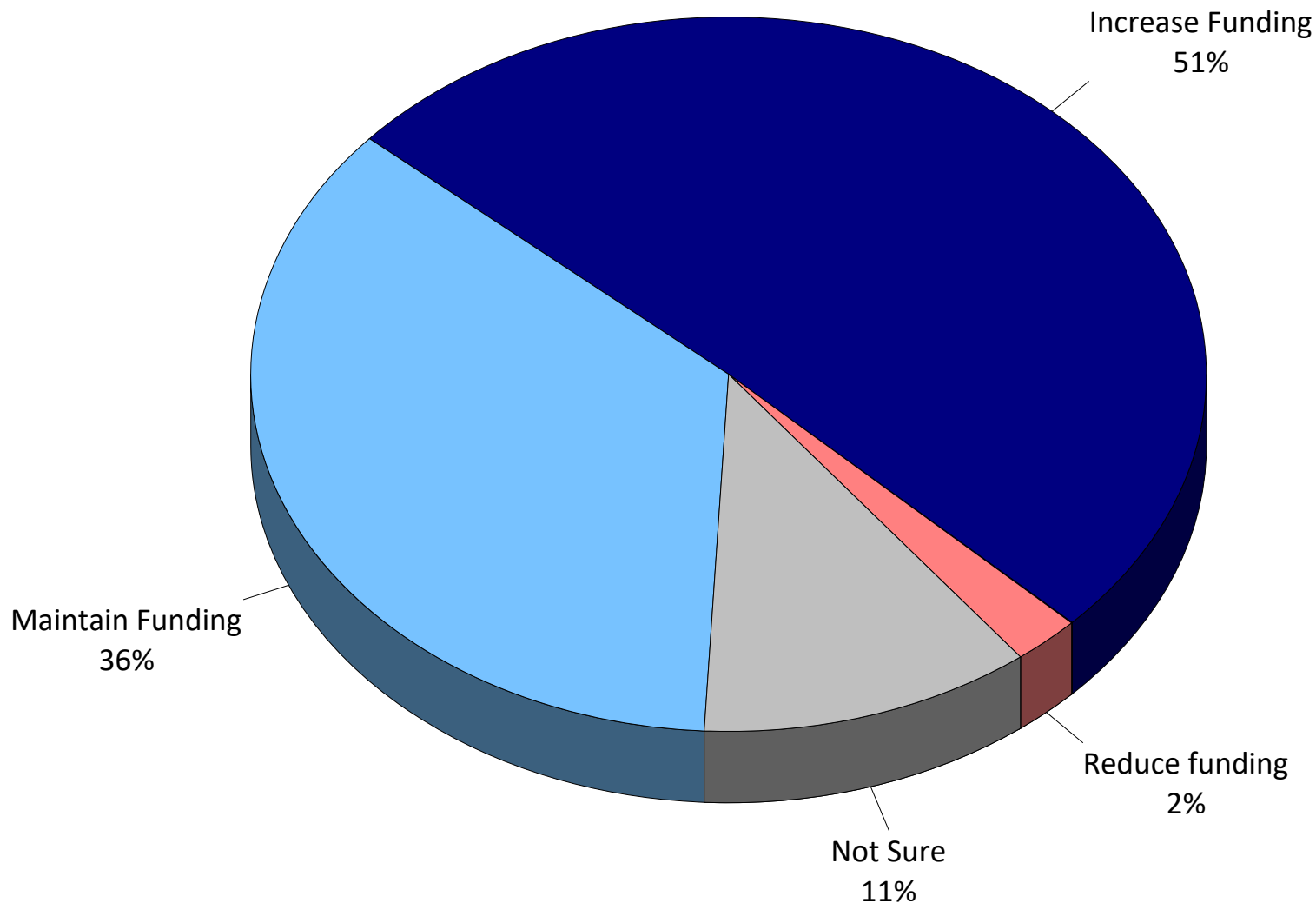
Q14. Given the recent COVID-19 Pandemic, how has your and your household's perception of the value of parks, trails, open spaces and recreation changed?

by percentage of respondents (excluding "not provided")



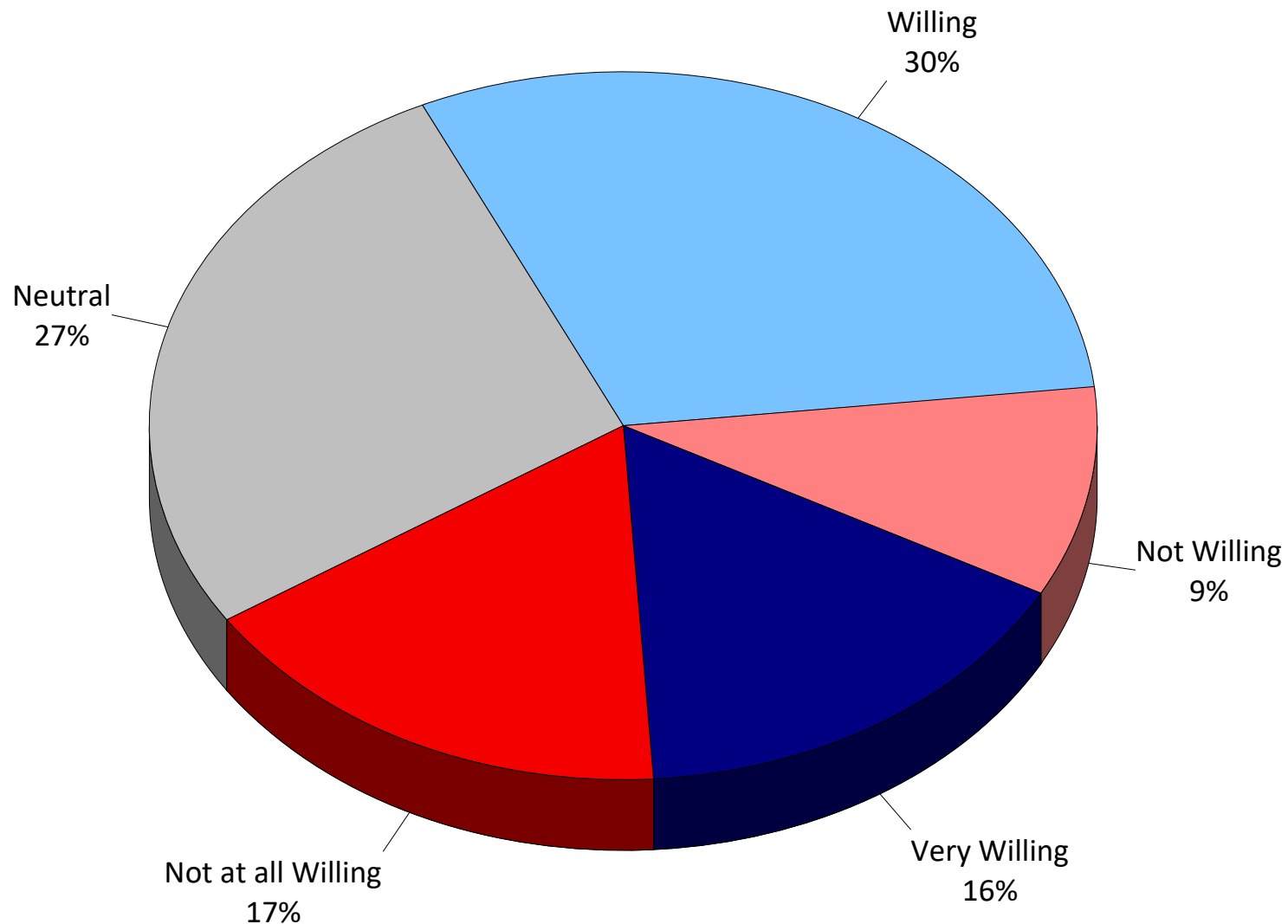
Q15. Based on your perception of value in Question 14, how would you want the City of Oregon City to fund future parks, recreation, trails and open space needs?

by percentage of respondents (excluding "not provided")



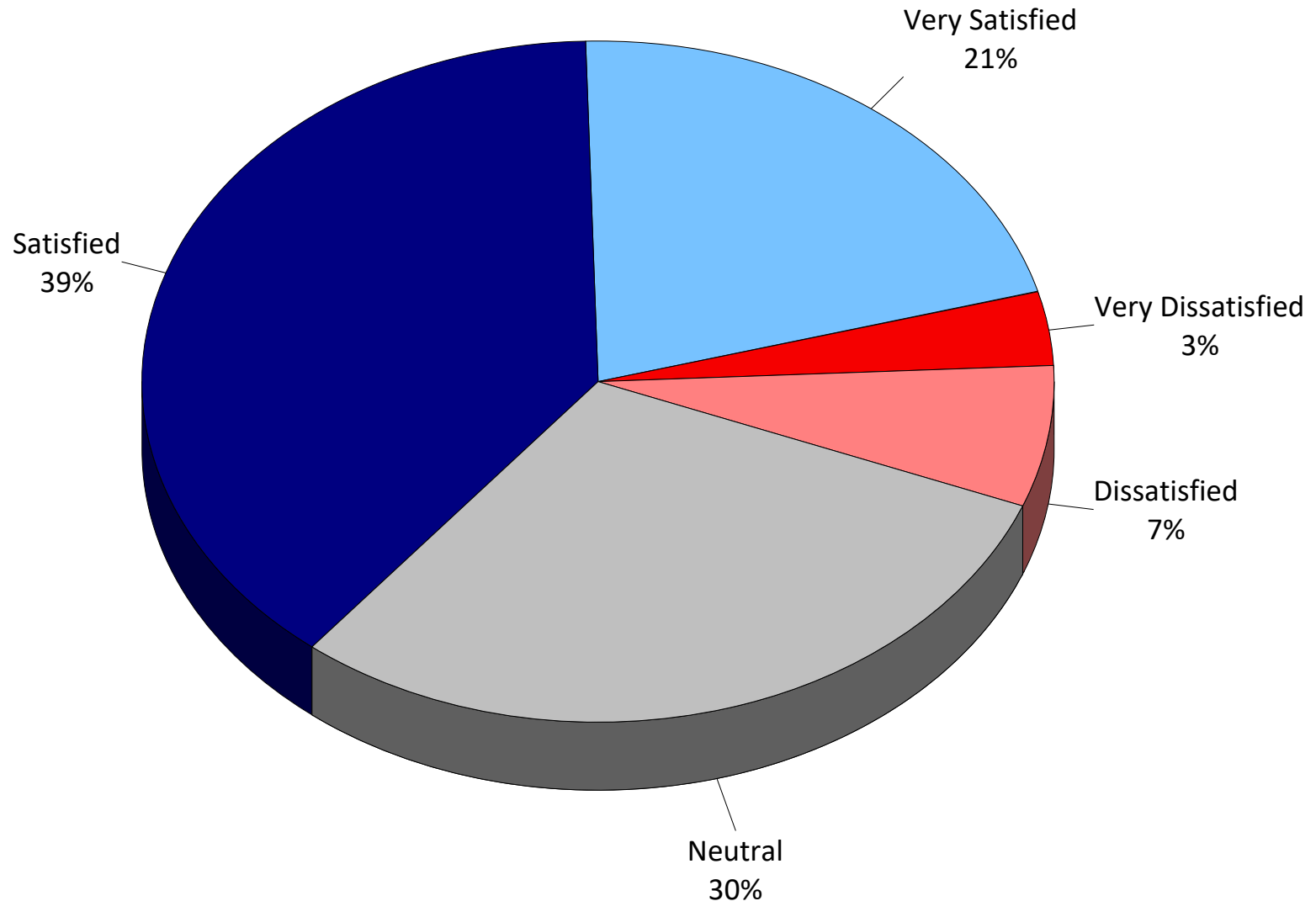
Q16. How willing would you be to pay additional taxes or fees to acquire, develop, and maintain the types of parks, recreation, and trail facilities that are most important to your household?

by percentage of respondents (excluding "don't know")



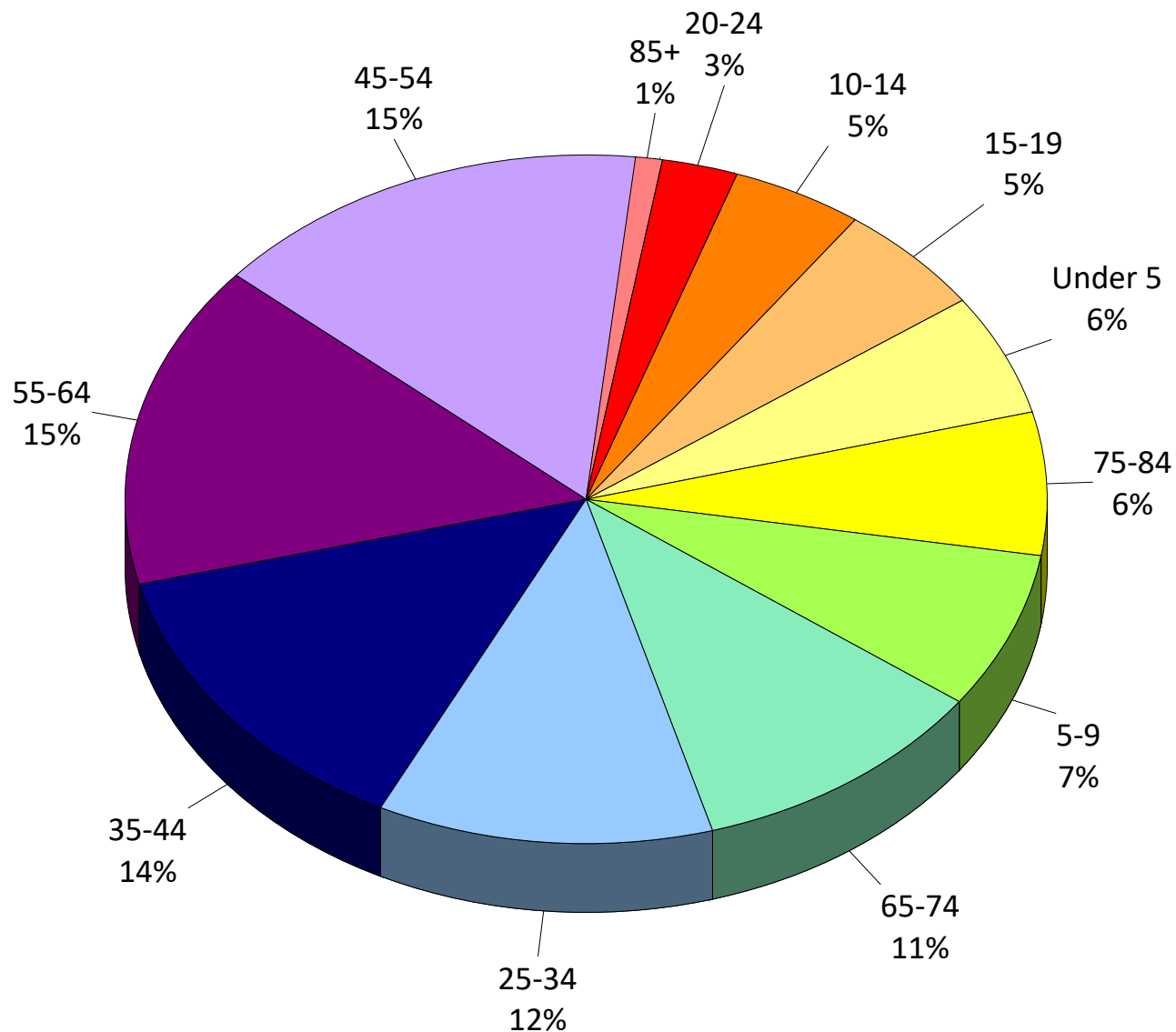
Q17. Please rate your level of satisfaction with the overall value your household receives from Oregon City Parks and Recreation.

by percentage of respondents (excluding "don't know")



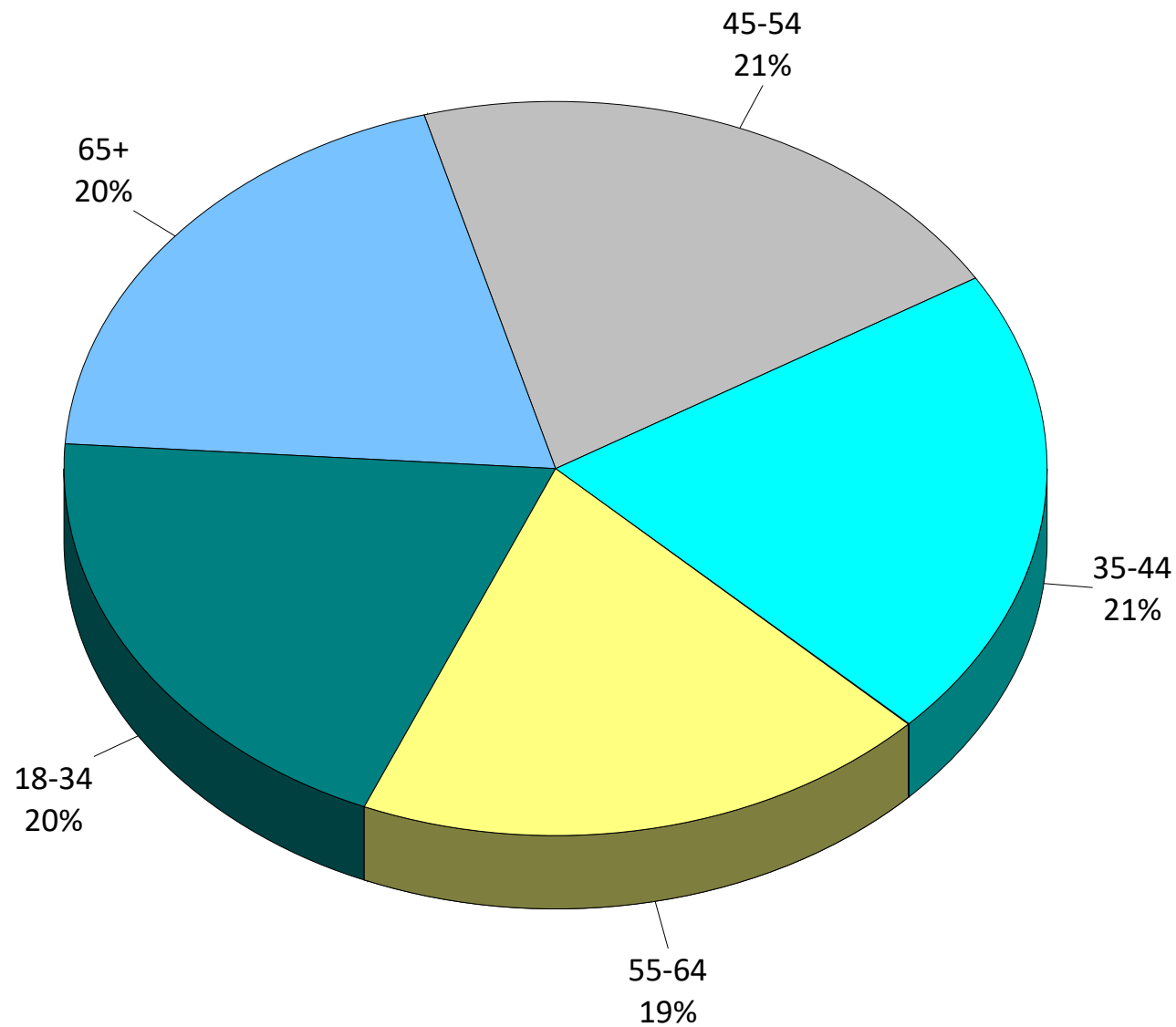
Q18. Including yourself, how many people in your household are in the following age groups?

by percentage of persons in household



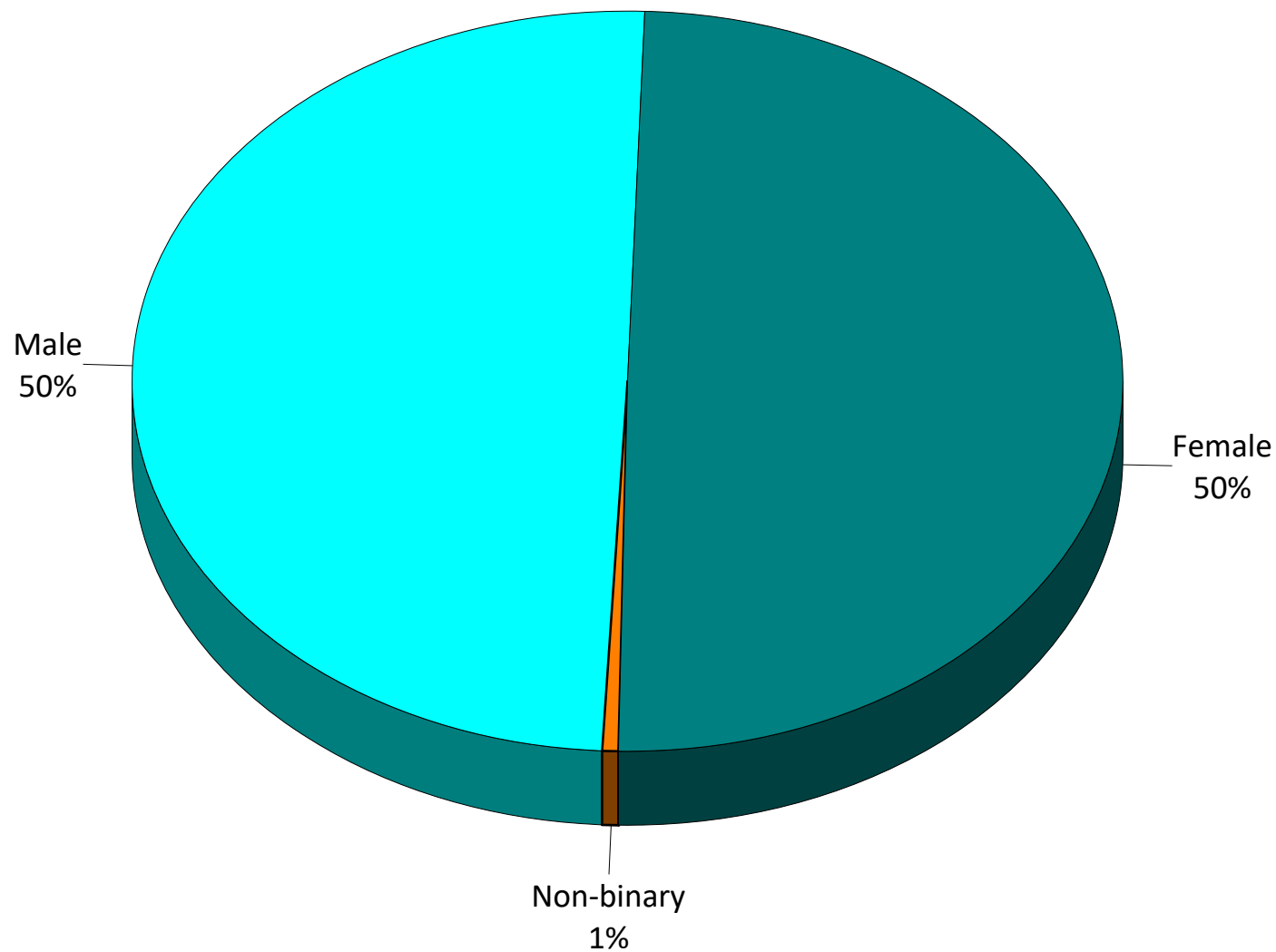
Q19. Respondent Age

by percentage of respondents (excluding "not provided")



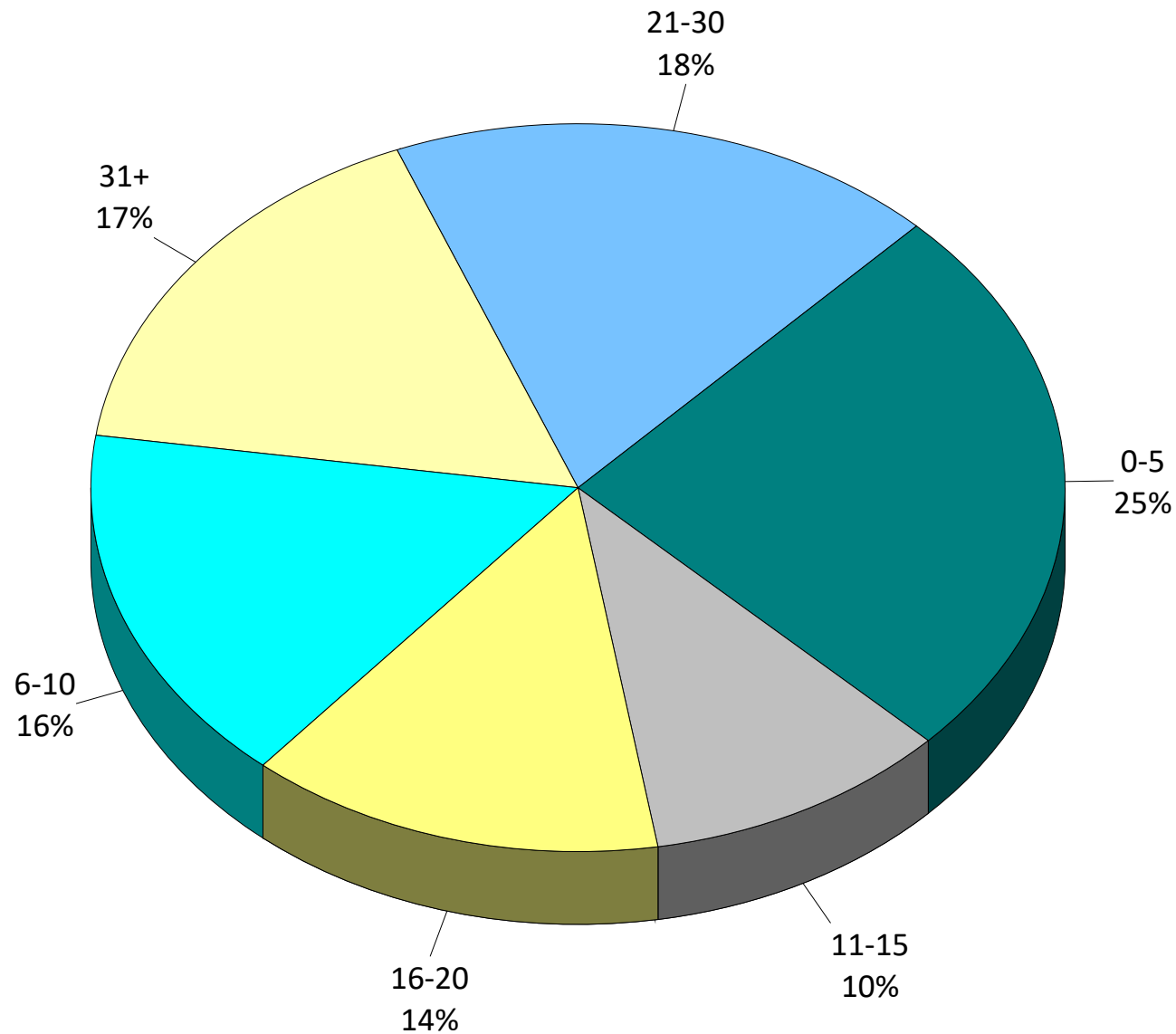
Q20. Your gender:

by percentage of respondents (excluding “prefer not to answer”)



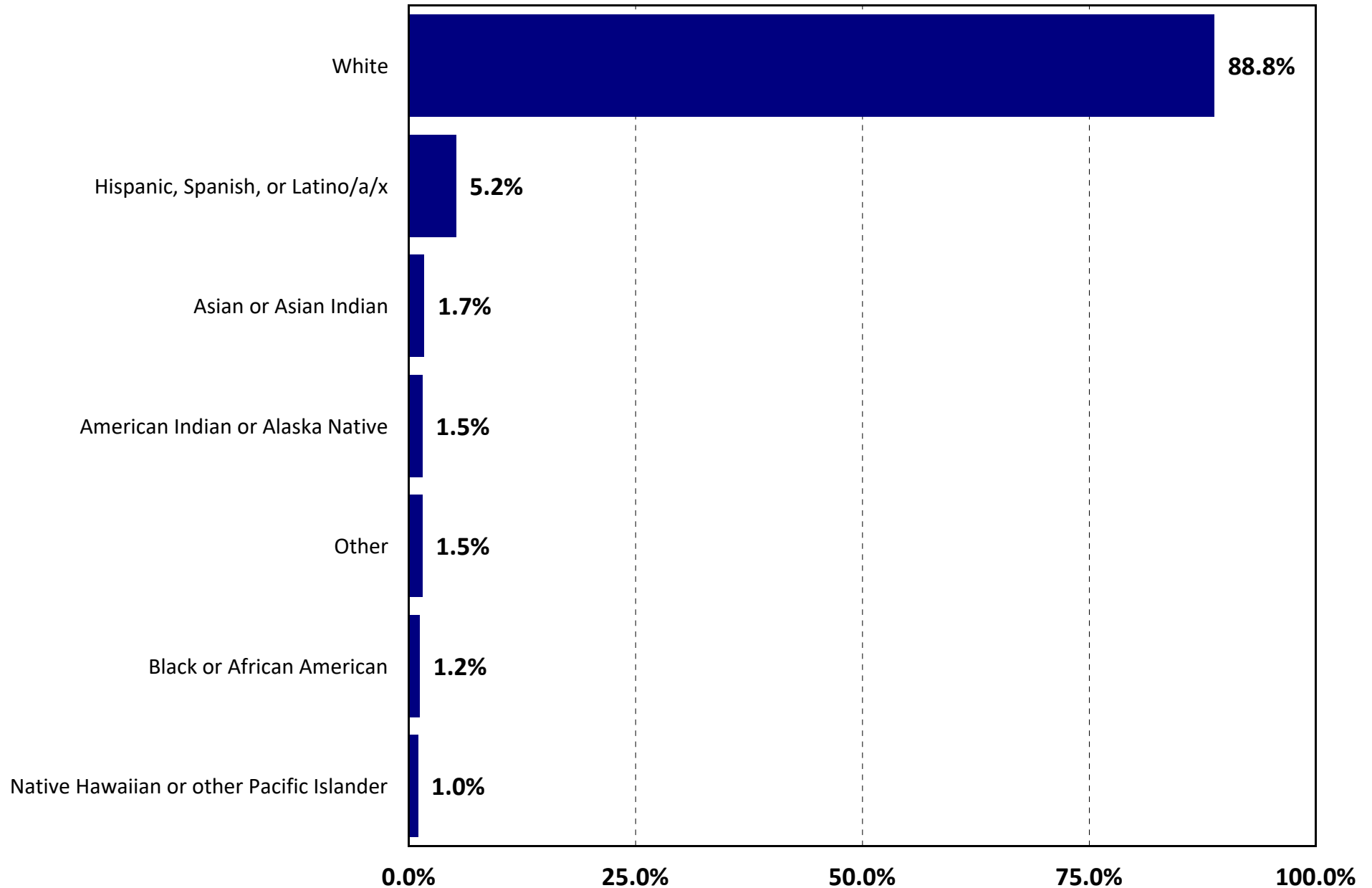
Q21. Years Lived in Oregon City

by percentage of respondents (excluding "not provided")



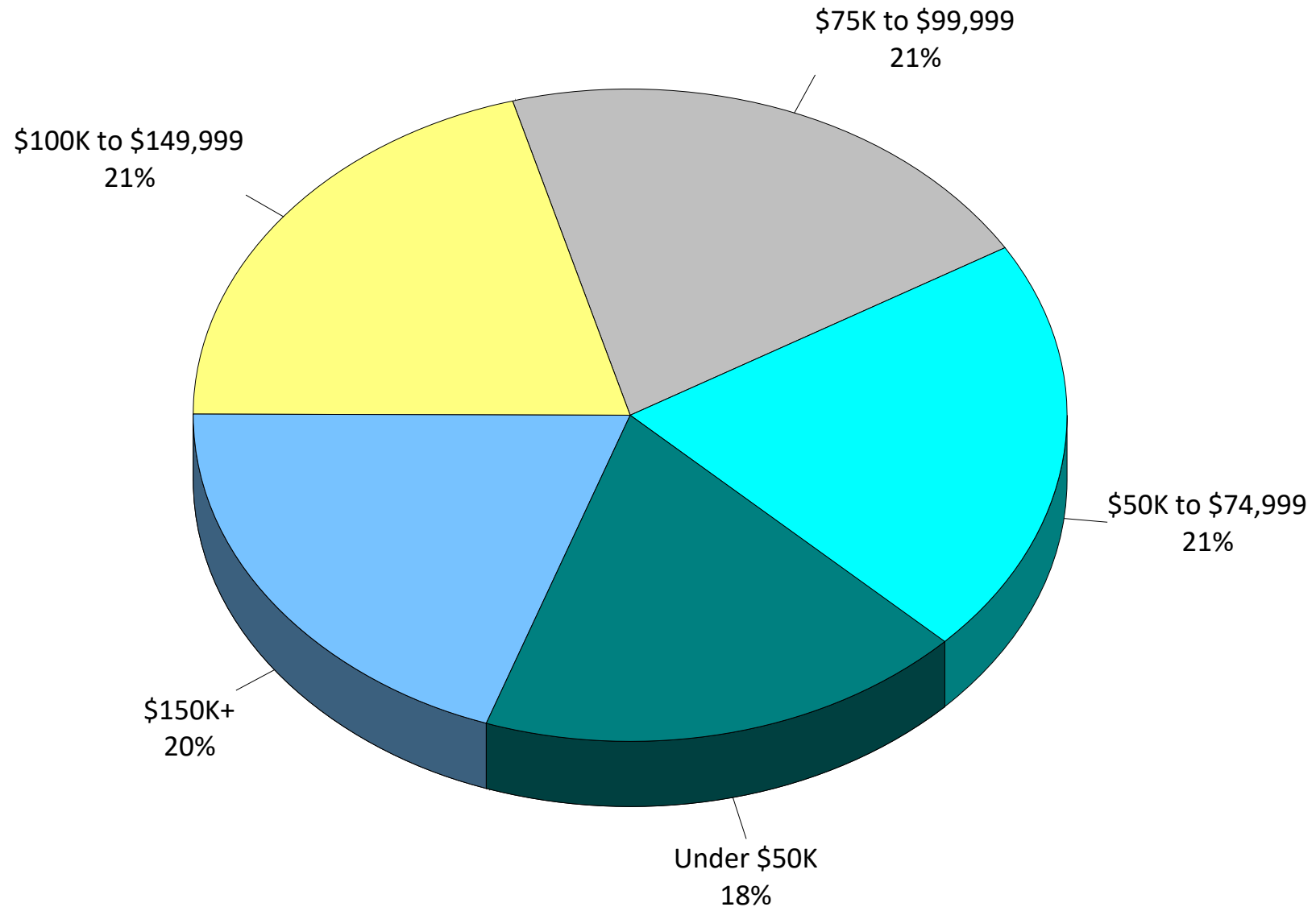
Q22. Which of the following best describes your race/ethnicity?

by percentage of respondents



Q23. What is your annual household income?

by percentage of respondents (excluding "prefer not to respond")



APPENDIX D: VOLUNTEER/PARTNERSHIP RECOMMENDED PRACTICES & RECOMMENDATIONS

RECOMMENDED PRACTICES IN VOLUNTEER MANAGEMENT

In developing a volunteer policy, some best practices that the Department should be aware of include:

- Involve volunteers in cross-training to expose them to various organizational functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Ensure a Volunteer Coordinator (a designated program staff member with volunteer management responsibility) and associated staff stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.
- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other City function. Identify and summarize volunteer recognition policies in a Volunteer Policy document. The Department should ensure that it is compliant with State Board of Accounts' requirements as the volunteer program and recognition is developed.
- Create and then regularly review and update volunteer position descriptions, as needed. Include an overview of the volunteer position lifecycle in the Volunteer Manual, including the procedure for creating a new position. Develop volunteer manual or use a credible organization's volunteer program, specializing in volunteer management to build the Department's volunteer program.
- Add end-of-lifecycle process steps to the Volunteer Manual to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.

In addition to number of volunteers and volunteer hours, categorization and tracking volunteerism by type and extent of work, is important:

- **Regular volunteers:** Those volunteers whose work is continuous, provided their work performance is satisfactory and there is a continuing need for their services.
- **Special event volunteers:** Volunteers who help with a particular event with no expectation that they will return after the event is complete.
- **Episodic volunteers:** Volunteers who help with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
- **Volunteer interns:** Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
- **Community service volunteers:** Volunteers who are volunteering over a specified period to fulfill a community service requirement.
- The full list of NRPA Recommended Guidelines for Credentialing Volunteers can be found [here](#).

The Department should encourage employees to volunteer in the community. Exposure of staff to the community in different roles (including those not related to parks and recreation) will raise awareness



of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

RECOMMENDED PRACTICE FOR ALL PARTNERSHIPS

All partnerships developed and maintained by the Department should adhere to common policy requirements. These include:

- Each partner will meet with or report to the Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.

POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of the Department's facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publicly owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, the Department staff and political leadership must recognize that they must allow the private entity to meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Department.
- As an outcome of the partnership, the Department must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Department for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- If applicable, the private contractor will provide a working management plan annually that they will follow to ensure the outcomes desired by the Department. The management plan can and will be negotiated, if necessary. Monitoring the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved, and the terms of the partnership agreement are adhered to.

- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the Department Director or their designee.
- The agency has the right to advertise for private contracted partnership services or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsel. If none can be achieved, the partnership shall be dissolved.

PARTNERSHIP OPPORTUNITIES

The Department currently has a strong network of recreation program partners. Therefore, the following recommendations are both an overview of existing partnership opportunities available to the Department, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but this list can be used as a reference tool for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. **Operational Partners:** Other entities and organizations that can support the efforts of the Department to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. **Vendor Partners:** Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of the City or Department in exchange for reduced rates, services, or some other agreed upon benefit.
3. **Service Partners:** Nonprofit organizations and/or friends' groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.
4. **Co-Branding Partners:** Private, for-profit organizations that can gain brand association and notoriety as a supporter of the Department in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. **Resource Development Partners:** A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.



APPENDIX E: PROGRAM CLASSIFICATION

Core Program Area - Legend		
Aquatics	Arts & Music	Community Services
Cultural & Enrichment	Educational	Events
Fitness		
Socialization		

Classifications		
Essential		
Health & Wellness Events	Water Safety Classes	Swim Lessons
Lifeguard Certification	SHIBA	Tax Assistance
Reassurance	Foot Clinic	Food Pantry
Energy Assistance	Estate Planning	Grief Support
Addiction Support Services	Housing Rights & Resource Center	Meals on Wheels
Noon Lunch	Transportation	Case Management
Information and Assistance	Medicare Open Enrollment	Health Equipment Loan
Health Support Groups	CPR/First Aid	Babysitting Certification

Classifications		
Important		
Concerts in the Park	Volunteer Recognition	Oregon City Enhancement Day
Memorial Day Celebration	Parents of Murdered Children	Holiday Events
Lap Swim	Water Exercise	Rentals
Giving Tree	Holiday Stockings	Gifts to Meals on Wheels
Financial Planning	Meditation	Educational Trips
Educational Seminars	Nutrition Education	AARP Safe Driving
Restorative Healing Yoga	Hatha Yoga	Walking Club
Retrofit Dance	Zumba	Better Bones and Balance
Line Dancing	Beginner Yoga	Tai Chi
Workout Rooms	Pilates	Stretch and Tone

Classifications		
Value-Added		
Christmas Banquet	Open Houses	Preserve Our Past Banquet
Daddy Daughter Dance	Valentine's Day Dance	Movies in the Park
Swamp Swim	Glow Swim	Swim Teams
Recreation Swims	Aquatic Events	Family Swim
Watercolor	Drawing & Oil	Chorus
Craft Classes	Music Entertainment	Ukulele
Crochet	Knitting	Art Shows
Travel Programs	Themed Dinners	Cultural Dancing
Youth Camps	Big Band Dancing	Ballroom Dancing
Ermatinger House Tours	Preserve Our Past Art & Poetry	Meditation
Pinochle	BINGO	Chess Club
Mahjong	Coffee Time	Book Club
Poker		



APPENDIX F: SIMILAR PROVIDERS

OTHER SERVICE PROVIDERS		
<i>Name of Agency</i>	<i>Operator (Public/Private/Not for-Profit)</i>	<i>Price Comparison with your Services (Same / Lower / Higher)</i>
CPR for Life	Private	Higher
Easthem Community Camps	Public	Lower
24 Hour Fitness	Private	Higher
YMCA	Not-for-Profit	Same

APPENDIX G: MINI BUSINESS PLAN

Program Area: _____

Completed By: _____ Date: _____

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DEPARTMENT VISION STATEMENT

--

DEPARTMENT MISSION STATEMENT

--

CORE PROGRAM AREA OUTCOMES

--

SERVICE AREA PROFILE

Service Area Description:

Key Demographic Trends:

TARGET MARKETS



<u>Primary Markets</u>	<u>Secondary Markets</u>
------------------------	--------------------------

AGE SEGMENT APPEAL

Program/ Amenity	Length of Experience	Age Segments								
		Under 5	6-8	9- 12	13- 18	19- 30	31- 45	46- 60	61- 75	76+

PARTICIPATION/ATTENDANCE TRENDS

Program/ Amenity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

S.W.O.T. ANALYSIS

<u>Strengths</u>	<u>Weaknesses</u>
<u>Opportunities</u>	<u>Threats</u>

COST OF SERVICE ANALYSIS

Program/ Amenity	Expenditures		Participant s/ Attendanc e	Revenue	Net Income (Subsidy)		Cost per Participant		Cost Recovery	
	Direct	Total			Direct	Total	Direct	Total	Direct t	Total

MARKETING & PRICING TACTICS

Tactic	Responsible	Timeline

PERFORMANCE MEASURES

Outcome (from p.1)	Performance Measure	Result

Approved By: _____

Date: _____



CITY OF OREGON CITY

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

Staff Report

To: City Commission **Agenda Date:** May 13, 2025
From: Tony Konkol, City Manager

SUBJECT:

List of Future Work Session Agenda Items

STAFF RECOMMENDATION:

N/A

EXECUTIVE SUMMARY:

N/A

BACKGROUND:

June 4, 2025

McLoughlin Promenade encroachment discussion

June 10, 2025

Code Enforcement Code Amendments addressing shopping carts and open flames

DEI Task Force discussion

Tentative meeting with Confederated Tribes of Grand Ronde

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

Beavercreek Road Concept Plan (Thimble Creek) Funding Discussion

Canemah Area - Encroachments in the Right-of-Way Policy Discussion

City Seal Revision

Clackamas County Water Environmental Services (WES) Rate Differential

Climate Action Plan Presentation (City of Milwaukie)

Compatible Change Update – HRB will be reviewing

Frog Ferry Informational Update

Inclusionary Zoning options

South Fork Water Board - Mountain Line Easements Vacation

Urban Growth Management Agreement

OPTIONS:

1. Approve List of Future Work Session Agenda Items.
2. Approve List of Future Work Session Agenda Items with Amendments.
3. Deny List of Future Work Session Agenda Items and provide further direction.



CITY OF OREGON CITY

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

Staff Report

To: City Commission
From: Tony Konkol, City Manager

Agenda Date: May 13, 2025

SUBJECT:

Update on City Projects

STAFF RECOMMENDATION:

N/A

EXECUTIVE SUMMARY:

N/A

BACKGROUND:

The City Commission has requested that an update on the status of the following projects be provided at a work session monthly. The most current update for each project is in bold.

1. Public Works relocation from Center Street

Staff continues to work to final design for relocation of services from Center Street to other sites. The proposed 25-27 budget includes funding for the decant facility and magnesium chloride and sanding rock facility to be relocated.

Staff have hired a consultant that has prepared preliminary yard layouts and cost estimates to design and construct a decant facility at the Mountain View Reservoir site. The construction of the decant facility and relocation of existing winter response materials from the Center Street facility to the Mountain View and Fir Street facilities will allow for the Center Street facility to be vacated and a potential new use for the site to occur, which will be determined by the City Commission.

2. Quiet Zone

Staff continues to work with ODOT, the railroad and the consultant on revised cost estimates, design work and any necessary exemptions to standards.

Geotechnical explorations were completed on December 12. The consultant team is preparing to submit the Design Acceptance Phase (DAP) documents to the City and Oregon Department of Transportation. DAP is similar to 30% concept plans, where all parties buy into the concept and documentation of areas where the project will request exceptions to standards are identified. At the completion of DAP, the project

team and move forward with Preparing Preliminary Plans and confirming impacts to private property. We've executed the IGA with ODOT for Right of Way Services. OC will still need to do a Resolution authorizing Eminent Domain if necessary, once we have a better understanding of the private property impacts.

The consultant team, in coordination with ODOT and the City, are preparing property acquisition documents that will be brought before the City Commission at the December 18, 2024 meeting.

Survey crews have been performing field work and surveying the project area. Staff has been meeting with property owners, including Dutch Brothers to try and address the concerns they have about potential driveway closures and access to increase safety near the railroad crossing.

The ODOT consultant team is acquiring right of entry agreements from property owners to complete the survey work and will be preparing 30% plans for the project which will include an updated and more accurate cost estimate to complete the work.

The selection committee identified a preferred consultant for the Quiet Zone project and ODOT is in the process of negotiating the consultant contract.

ODOT received 2 responses to the Quiet Zone request for proposals. The proposals are being reviewed and scored by staff and a team selection meeting is scheduled for March 8, 2024.

ODOT has released the consultant solicitation request for proposals and a date has been set to review the proposals once they have been submitted.

The City has received ODOT's approximately 250 page scope of work and consultant procurement documents which will be reviewed and commented on. ODOT, which is the project manager for the project, has suggested approximately 6-months for the consultant procurement and up to 2 years for the design work, which will include coordination with the railroad, operation and maintenance agreements and review by the railroad. Staff is pushing to expedite the design work timeline.

On December 6, 2023 the City Commission received an update on the estimated cost of the Oregon City quiet zone project with updated inflationary construction escalations added to the original 2019 cost estimate, which was \$2.6 million. The new estimate increases the estimated construction cost by \$650,000. Based on the additional information, the City Commission approved an IGA with ODOT to begin the Oregon City quiet zone project.

3. Charter Parks

The City Commission completed a site visit of the McLoughlin Promenade to review the outstanding encroachments. Staff is anticipating bringing the topic back to the

Commission discussion on June 4th.

Based on the January 15th meeting, this item will be brought back for a work session on March 11th.

An updated on the status of the properties encroaching into McLoughlin Promenade will be brought to the City Commission at the January 15, 2025 meeting for an update and direction on how to proceed.

Staff continues to contact and meet with property owners that have encroachments into the McLoughlin Promenade to review and explain the license agreement. Staff anticipate bringing an update to the Commission for direction in January/February of 2025.

The City Commission reviewing the draft license agreement at the June 11, 2024 meeting.

Staff is working with the City Attorney to finalize draft license agreements to address encroachments that have been identified with the McLoughlin Promenade.

A site tour of the McLoughlin Promenade is scheduled for January 8th. Staff is preparing additional options, such as temporary easements, to address existing structural encroachments onto the Promenade property.

Staff has categorized encroachments by type, with associated pictures of the encroachment, and is working to determine options to address the encroachments for the Commission to consider. The McLoughlin Promenade survey has been completed. The survey identified several potential existing encroachments into the Promenade property which will be discussed during a work session. Ermatinger House was approved as a Charter Park by the City Commission. The City Commission voted to not designate Dement Park as a Charter Park.

4. Cayuse 5 Memorial

There is no update related to this project.

Staff continues to work with representatives from the Confederated Tribes of the Umatilla Indian Reservation and allowing time for internal discussions to occur.

Staff continues to meet monthly with representatives from the Confederated Tribes of the Umatilla Indian Reservation. The city is awaiting feedback from CTUIR before any additional steps are taken.

Staff met with representatives from the Confederated Tribes of the Umatilla Indian Reservation and have continued discussions of phase 2 of the Cayuse 5 memorial. Additional discussions between CTUIR and the Confederated Tribes of Grand Ronde

will be occurring to discuss the project.

There are no new updates on this project. A meeting is scheduled for the week of October 7th with representatives from the Confederated Tribes of the Umatilla Indian Reservation to discuss potential next steps.

The dedication of the Cayuse 5 Memorial took place on June 3, 2024. The first phase of this project is complete. A second phase has been discussed but there are no specifics related to the design at this time.

Construction of the Cayuse 5 Memorial has begun and hand dug ground disturbing work is scheduled to begin the week of May 6th. This work will be completed in coordination with the Confederated Tribes of the Umatilla Indian Reservation and the Confederated Tribes of the Grand Ronde.

The Cayuse 5 Memorial construction contract has been approved by the City Commission and was awarded to Pioneer Waterproofing Company. Staff has scheduled a pre-construction meeting with Pioneer Waterproofing.

Staff is working with a potential contractor to review the scope of work and estimated costs to perform the work as identified in the bid notice. The City completed the bid advertisement for the project and did not receive any responses. Staff is currently contacting contractors to determine the concerns with the bid advertisement and/or project.

The final construction bid documents for the Cayuse Five Tribute have been completed. Below is the schedule for bidding, awarding, and (weather permitting) construction. The Confederated Tribes of the Umatilla Indian Reservation staff will be invited to the pre-construction meeting to coordinate all activities once the project has been awarded.

The land use application for the proposed memorial has been approved. There are no additional land use approvals necessary to move forward with the project. The memorial bid documents are being reviewed internally and staff is working with Confederated Tribes of the Umatilla Indian Reservation staff on the creation of an inadvertent discovery plan that will be included in the bid/contract information. The proposed memorial has been approved by the Historic Review Board and the information was presented to the Parks and Recreation Advisory Committee.

5. Courthouse

The County Commission is reviewing the proposal for the reuse of the courthouse and is currently excepting public comment. The County has provided the following information: *The Clackamas County Board of Commissioners will hear public testimony on Thursday, May 15 regarding a selection advisory committee's recommendation on a proposal to redevelop the old county courthouse in Oregon City.*

Level Development NW's proposal was the only one received during an extensive Request for Expressions of Interest process. The proposal to replace the 87-year-old courthouse with a mixed-use commercial building, which includes approximately 80 residential units, won the committee's approval.

The county expects the current courthouse on Main Street to be fully vacated by September 2025. The [replacement county courthouse](#) on the County's Red Soils Campus is set to open the public on May 19.

To learn about the submission and the advisory committee's recommendation, please visit [Main Street Courthouse RFEI | Clackamas County](#).

Public comment on the recommendation will begin shortly after the Board's Business Meeting begins on Thursday, May 15 at 10:00 a.m.

A joint Board of County Commissioner / City Commission meeting to discuss the courthouse is tentatively scheduled for the April 8th City Commission work session night. Oregon City will host the joint meeting.

Staff will be contacting County staff to schedule a joint Board of County Commissioner / City Commission meeting and to discuss securing the courthouse once it is vacated.

The Courthouse committee has met multiple times to discuss the disposition of the Courthouse. The Mayor will provide an update on the committee meetings and next steps.

A Courthouse committee has been created by the County and a site visit of the Courthouse has occurred. The first meeting of the committee is scheduled for October 15th.

The Mayor and City Manager met with the Assistant County Administrator to discuss the creation of a joint working group. It is anticipated that the working group will be comprised of 6 to 8 members, including the Mayor and County Chair, with the City and County selecting an equal number of members.

The Mayor and the City Manager met with the County Administrator to discuss the planning and future disposition of the County Courthouse and other buildings associated with the Courthouse on Main Street. The County Administrator proposed a working group led by County Chair Tootie Smith and Mayor McGriff, which would include a small group of interested parties to discuss the Courthouse and make a recommendation to the County Board of Commissioners for their consideration on how to proceed. City and County staff will be meeting to discuss the details of the working group as proposed.

City staff worked to support efforts by the Downtown Oregon City Association to apply for a Main Street grant to focus on the Courthouse located in downtown Oregon City.

The grant required the property owner, which is Clackamas County, to sign the grant application, which unfortunately they did not agree to do. At this time there is no specific work being performed related to the future of the existing courthouse.

6. tumwata village

The Police Department has been in contact with Confederated Tribes of the Grand Ronde to address a homeless camp that appears to be located on the property.

Staff continues to work with staff from the Confederated Tribes of the Grand Ronde to address the impacts from the fire that occurred on the site and the demolition that is occurring.

The Planning Commission approved the Confederated Tribes of Grand Ronde land use application.

The Confederated Tribes of Grand Ronde have submitted a land use application to amend the adopted framework plan for the property. The Planning Commission hearing of the application is scheduled for January 27, 2025.

The Confederated Tribes of Grand Ronde provided the City Commission an update at the May 7th work session and the demolition of the office building is nearly complete.

A permit has been issued for the demolition of the office building located at the corner of 99E and Main Street. The Confederated Tribes of the Grand Ronde are scheduled to provide an update to the City Commission at the May 7th work session.

Staff continue to meet regularly with Staff from the Confederated Tribes of the Grand Ronde to discuss building demolition, site improvements, and land use planning requirements. The Confederated Tribes of the Grand Ronde are working on site remediation and the demolition of additional buildings on the property.

Willamette Falls Trust and Portland General Electric have signed a Feasibility and Cooperation Agreement enabling the Trust to assess a portion of PGE property on the island on the west side of the Willamette Falls for a project intended to return public access to the area.

In May staff completed a 4-hour site visit with the CTGR staff and consultant team to discuss the demolition that is occurring on the site and begin to discuss the proposed amendments proposed to implement the Tumwata Village Plan for the property. The site visit and discussion focused on infrastructure, design details, development phasing, and an introduction to the goals and objectives of CTGR for the redevelopment of the property. CTGR staff and their consultants have been meeting with City staff to understand specific technical infrastructure issues.

Staff have been meeting monthly with representatives from the Confederated Tribes

of Grand Ronde (CTGR) to discuss on-going site work as well as future land use and development plans for the Tumwata Village Plan. CTGR staff has been working with the CTGR Tribal Council and Tribal members to finalize the Tumwata Village Plan. Once approved, the Tumwata Village Plan will be presented to the city and the public.

7. Canemah ROW issues

There has been no change in the project since the May 2023 update. The Canemah ROW issues will be brought before the City Commission at a future work session to discuss how to move forward with this project.

OPTIONS:

Information only.