



CITY OF OREGON CITY PARKS AND RECREATION ADVISORY COMMITTEE AGENDA

City Hall Commission Chambers, 625 Center St., Oregon City, OR 97045
Thursday, May 22, 2025 at 6:00 PM

Ways to participate in this public meeting:

- Attend in person, location listed above. Please see the public comment guidelines below.
- Attend the livestream of the meeting on the City's YouTube Channel:

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

- Register to provide electronic testimony (email kbuth@orcity.org or call 503-496-1511 by 3:00 PM on the day of the meeting to register)
 - Email kbuth@orcity.org (deadline to submit written testimony via email is 3:00 PM on the day of the meeting)
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1. CALL TO ORDER AND ROLL CALL

2. PUBLIC COMMENTS

Please see the public comment guidelines below.

3. APPROVAL OF MINUTES

- a. Draft PRAC Meeting Minutes - March 27th, 2025

4. GENERAL BUSINESS

- a. Scott Archer Introduction
- b. Open PRAC Seat/Interview Update
- c. Master Plan Update/Project List Update and Prioritization

5. STAFF REPORTS

- a. SDC Methodology Update - Public Hearing June 16th, 2025
- b. 2025-2027 City Budget Update
- c. Summer Events

- Movies in the Park
- National Night Out
- First City Celebration
- Fourth of July
- Concerts in the Park

6. MEMBER REPORTS

7. NEXT SCHEDULED MEETING - JUNE 26TH, 2025

8. ADJOURNMENT

PUBLIC COMMENT GUIDELINES

Complete a Comment Card prior to the meeting and submit it to the clerk. When the Chair calls your name, proceed to the speaker table, and state your name and city of residence. Each speaker is given 3 minutes to speak. As a general practice, the committee does not engage in discussion with those making comments. Complaints shall be addressed at the department level prior to addressing the committee.

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
PARKS AND RECREATION ADVISORY COMMITTEE
Meeting Minutes
City Hall Commission Chambers
Thursday, March 27th, 2025 at 6:00 PM

Call to Order and Roll Call

The meeting was called to order. Roll call was conducted with the following members present: Emily Lisborg, Joyce Gifford, Tim Wuest, Erin McClellan, Tim Lainhart, and Melissa Deyoe.

Public Comments

Steve Williams, a former member of the Oregon City Park Recreation Advisory Board, addressed the committee regarding the Capital Improvement Project (CIP) list. He advocated for ranking the Clackamas Park boat ramp as a high priority. Williams cited data from the Clackamette Park Master Plan public input process, noting that the boat launch ranked second only to restrooms in priority elements for the new master plan. He also highlighted that access to the river was the primary reason people visited Clackamette Park. Williams emphasized the limited number of public boat ramps in Oregon City, with Sportcraft Landing being the only viable option currently. He urged the committee to consider the boat ramp's importance when prioritizing projects for city council review.

In response to a question about the number of public access points to the Willamette River in Oregon City, Williams explained that Sportcraft Landing has limited capacity, especially with ongoing bridge construction. He mentioned Meldrum Bar as the next closest boat ramp, which is not in Oregon City, and Cedar Oak boat ramp in West Linn. Williams emphasized that the Clackamette Park ramp would provide access to both the main river and the lower Clackamas River.

Approval of Minutes

January 23, 2025 Meeting

Motion to approve the January 23, 2025 meeting minutes was made by Erin McClellan and seconded by Joyce Gifford.

The motion passed unanimously with all members voting in favor.

February 27, 2025 Meeting

Motion to approve the February 27, 2025 meeting minutes was made by Melissa Deyoe and seconded by Erin McClellan.

The motion passed unanimously with all members voting in favor.

Presentations

Annual Committee Training by Jakob Wiley

Jakob Wiley, the City Recorder, presented the annual committee training. He discussed his role in the city, which includes being the elections official, managing agendas for the city commission, and overseeing records management. Wiley reviewed general public meeting requirements, emphasizing the need for public notice, open meetings, and creation of minutes.

Key points from the presentation included:

- Purely social gatherings are not considered public meetings as long as city business is not discussed.
- Serial meetings occurring electronically (e.g., reply-all emails) can violate public meeting laws.
- The role of the chair in committee meetings, including maintaining decorum and ensuring all members have an opportunity to speak.
- Procedures for making motions and voting, including different voting styles such as roll call and acclamation.
- Ethics guidelines, including avoiding conflicts of interest and limitations on accepting gifts.

Wiley also mentioned the Board and Committee Orientation Manual available on the city website for more detailed information.

In response to a question about food in relation to gift acceptance rules, Wiley clarified that food is generally exempt from gift limitations.

Agenda Amendment

Tim Lainhart asked for a motion to approve an amendment to the agenda to add the following presentation to the docket.

Erin McClellan motioned to amend the agenda to allow the Capstone Presentation. Melissa Deyoe seconded the motion.

Motion passed via unanimous acclamation vote.

ORPA Capstone Presentation by Cecily Rose

Cecily Rose, the Social Service and Community Center Manager for Oregon City Parks and Recreation, presented her capstone project for the Oregon Recreation and Parks Association (ORPA) Leadership Academy. Her project, titled "Bridging the Gap: Creating an Inclusive Scholarship Program for Community Recreation," focused on expanding the city's scholarship program to include adults and senior recreation.

Rose outlined the following key points:

- The project aligns with city commission goals and department values of inclusivity and equity.
- Current scholarship programs primarily focus on youth, leaving a gap for adult and senior recreation opportunities.
- The project involved extensive research of other jurisdictions' scholarship programs and internal department discussions.
- Proposed changes include updating the scholarship application to include adult and senior programs, and potentially phasing in implementation.
- Future steps include presenting to various Oregon City groups, updating marketing materials, and better serving the community through an expanded scholarship program.

Committee members expressed appreciation for the thorough presentation and the collaborative approach with Parks and Recreation. Questions were raised about funding sources, with Rose explaining that the current youth scholarship program is funded by the Parks Foundation, but additional funding would likely be needed for an expanded program.

General Business

5-Year CIP Project List Discussion

Tom Kissinger presented an overview of the types of park development and specific park inventories. He explained that this document would serve as the narrative component for the parks master plan and inform future development decisions.

Key points from the discussion included:

- Types of parks were defined, including pocket parks, neighborhood parks, community parks, regional parks, specialty parks, open space/natural areas, and trails.
- Each park in the city's inventory was reviewed, with discussions on current amenities and potential future improvements.
- The committee suggested several changes to park classifications, such as reclassifying Abernathy Creek Park as a natural area rather than a pocket park.
- Discussions were held on specific parks, including Chapin Park, Clackamette Park, and Wesley Lynn Park, focusing on potential improvements and community needs.
- New parks and facilities were also presented, including planned developments in the Park Place concept area and the Thimble Creek concept area.
- The need for a new aquatics and recreation center was mentioned as part of future planning.

The committee provided feedback on various parks and suggested changes to classifications and proposed improvements. Tom noted that this document would be

revised based on the committee's input and brought back for final approval at a future meeting.

Member Reports

Committee members shared brief reports on recent park visits and events:

- A member reported that Hillendale Park's baseball/softball field looked excellent, with recent improvements to the infield material.
- Another member mentioned attending a resources fair at the Pioneer Center, praising the variety of community organizations present.

Next Scheduled Meeting - April 24, 2025

The next meeting was confirmed for April 24, 2025. The committee discussed the possibility of conducting interviews for new committee members prior to the regular meeting, potentially starting at 5:30 PM.

Adjournment

The meeting was adjourned about 8:45 pm.

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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.

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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 pocket park 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 master 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

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Barclay Park is a **XX** 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 pocket park 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

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- 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. To facilitate the Clackamette Park Master Plan, it is recommended the RV park 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 **XX** 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 **XX** 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 master planning process at some point in the future.

Hartke Park

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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 XX 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; 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.

Jon Storm Park

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Jon Storm Park is a 1.5 acre pocket 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 XX 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 neighborhood park 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.

Old Canemah Park

Old Canemah Park is a XX acre neighborhood park 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 master plan update before moving forward with any improvements to ensure the community can provide input on a final design for Phase II improvements.

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Richard S. Bloom Tots Park

Richard S. Bloom Tots Park is a XX 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, and replacement of the playground equipment with more accessible options as they age.

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

Wesley Lynn Park

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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; 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 XXXX Master Plan. 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.

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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 master 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 XX acres, was first established in 1854 and is primarily a historic cemetery
- The Veterans Memorial and Parents of Murdered Children Memorial, which represents XX 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 XX 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 XX 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 master planning process that includes a business analysis to provide a community vision for the future of this site. In lieu of that master 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

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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 XX 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 community 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 master 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 master 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)

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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 peals 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 (Neighborhood Park)

Meyers Road/Caufield 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

DRAFT CIP Narrative List

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 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 Master Planning process to determine the appropriate size and location of such a facility.



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.

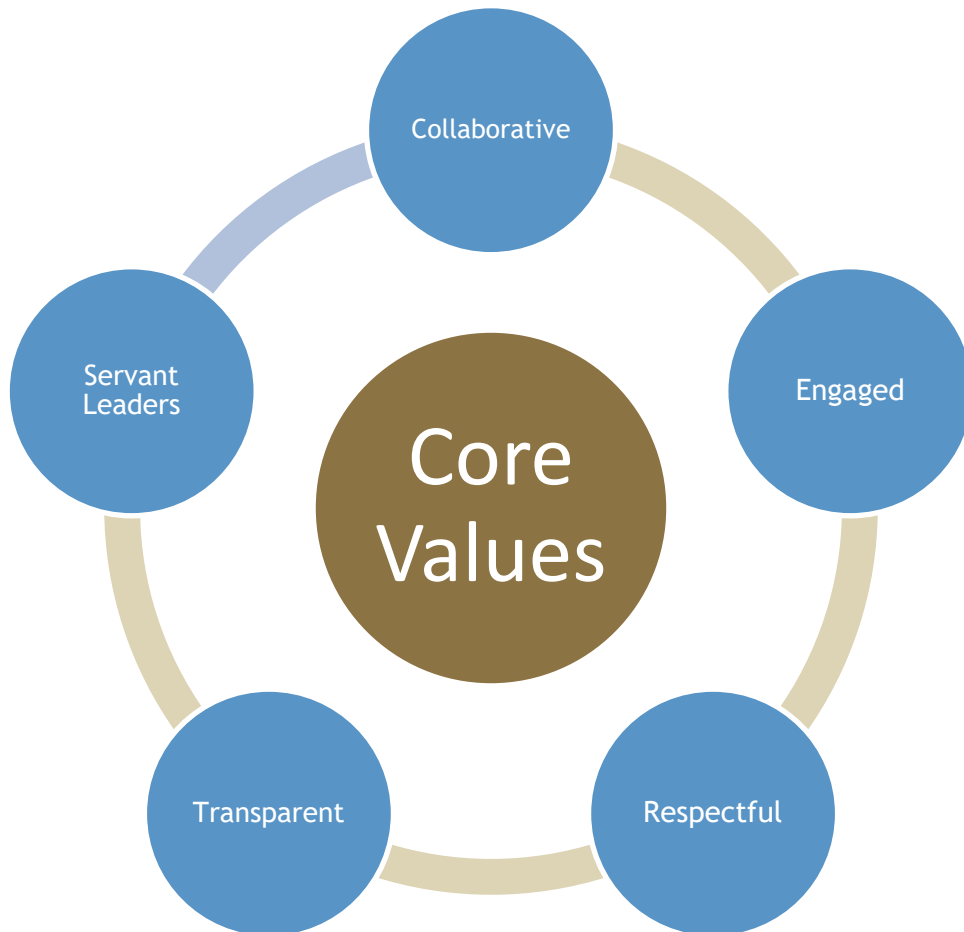


Figure 2: Core Values

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 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 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

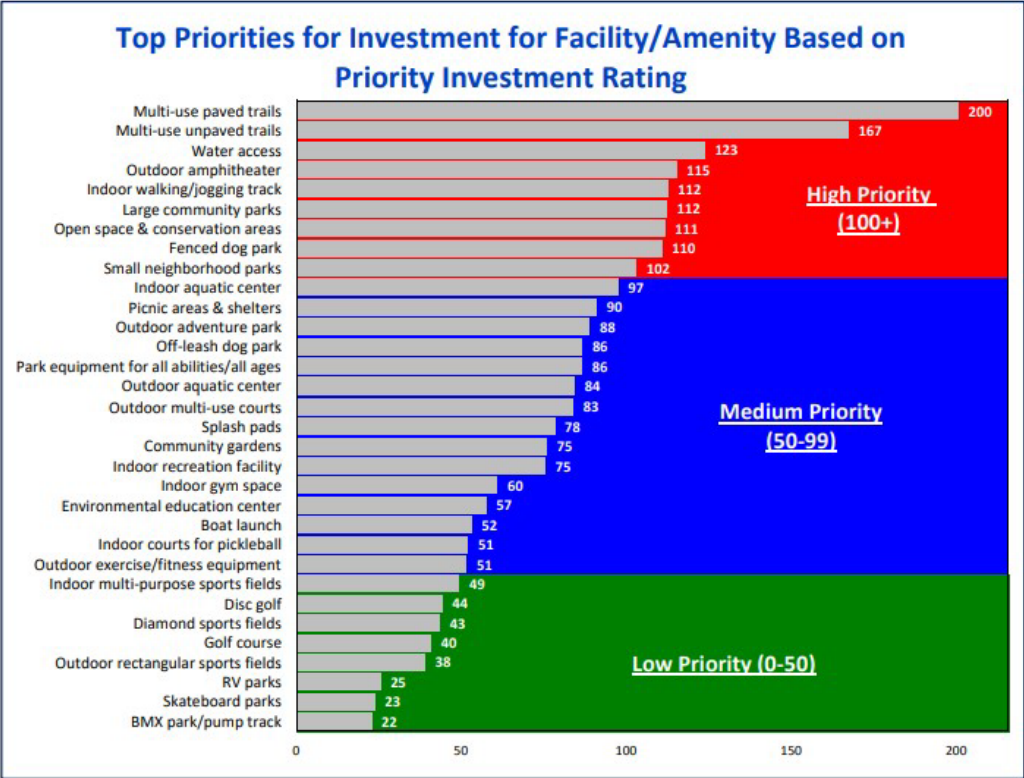


Figure 5: Priority Investment Ratings for Facilities/Amenities



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.

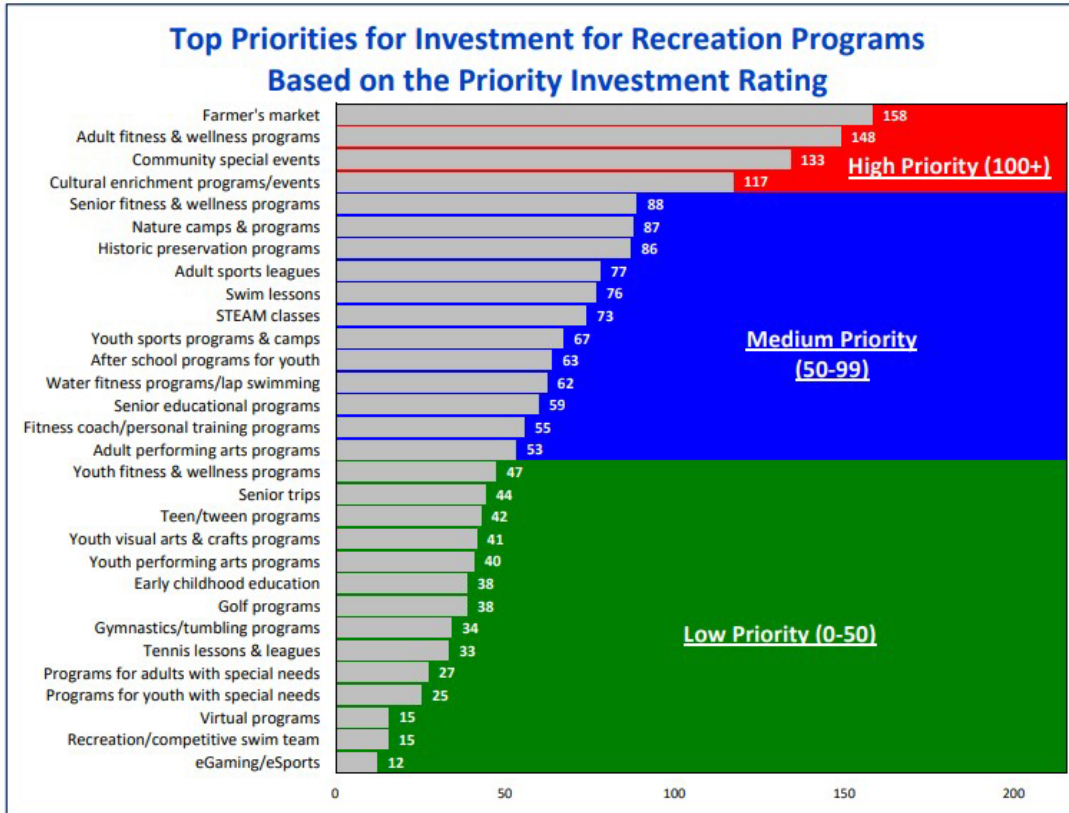


Figure 6: Priority Investment Ratings for Recreation Programs

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.

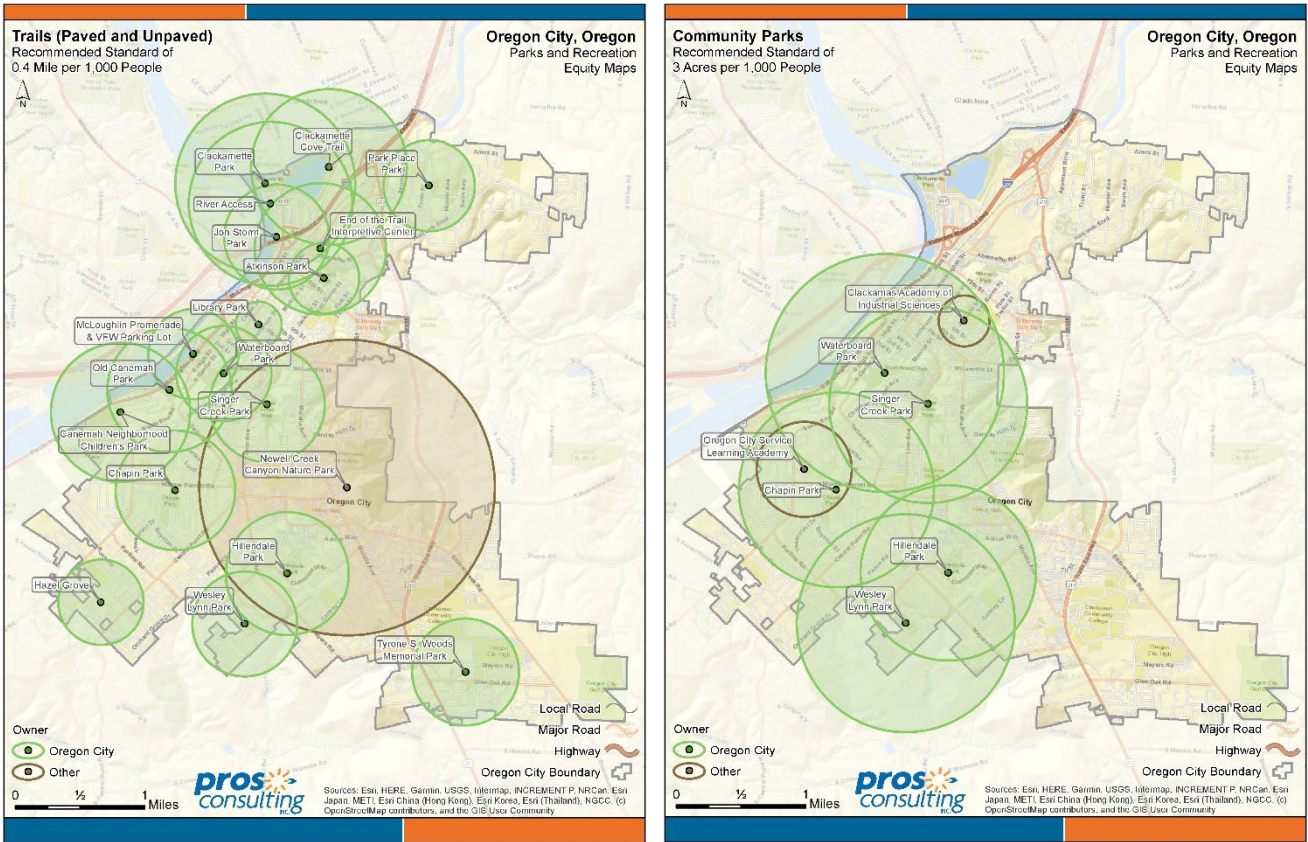


Figure 7: Equity Maps



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

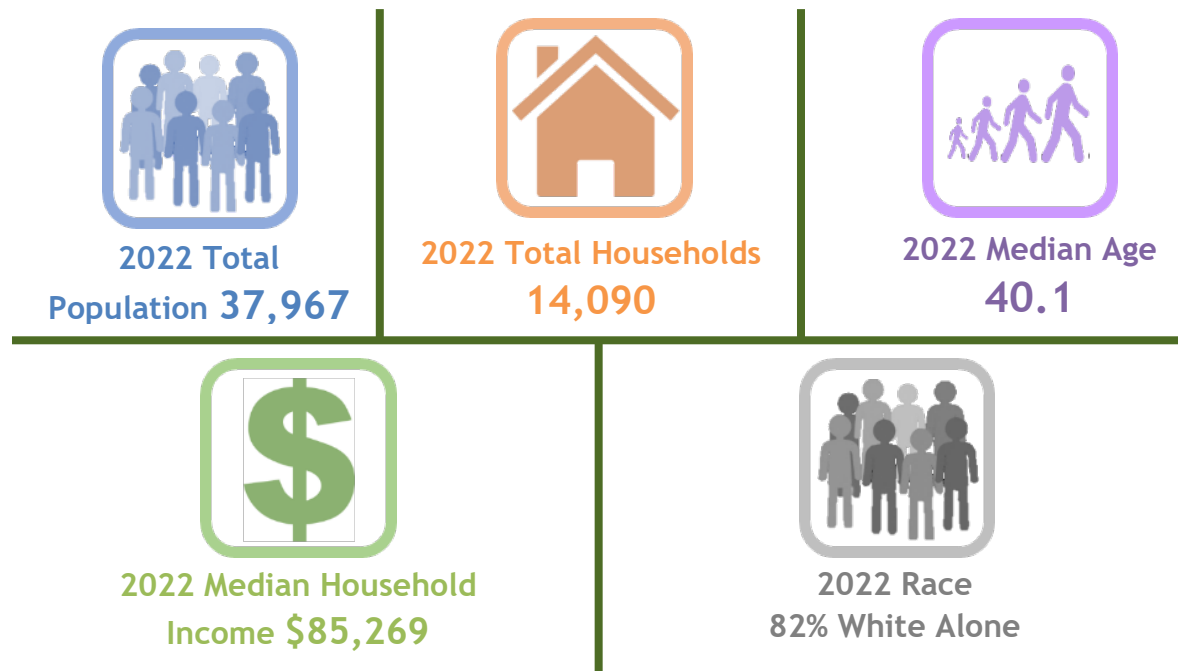


Figure 8: Demographics Infographic

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).

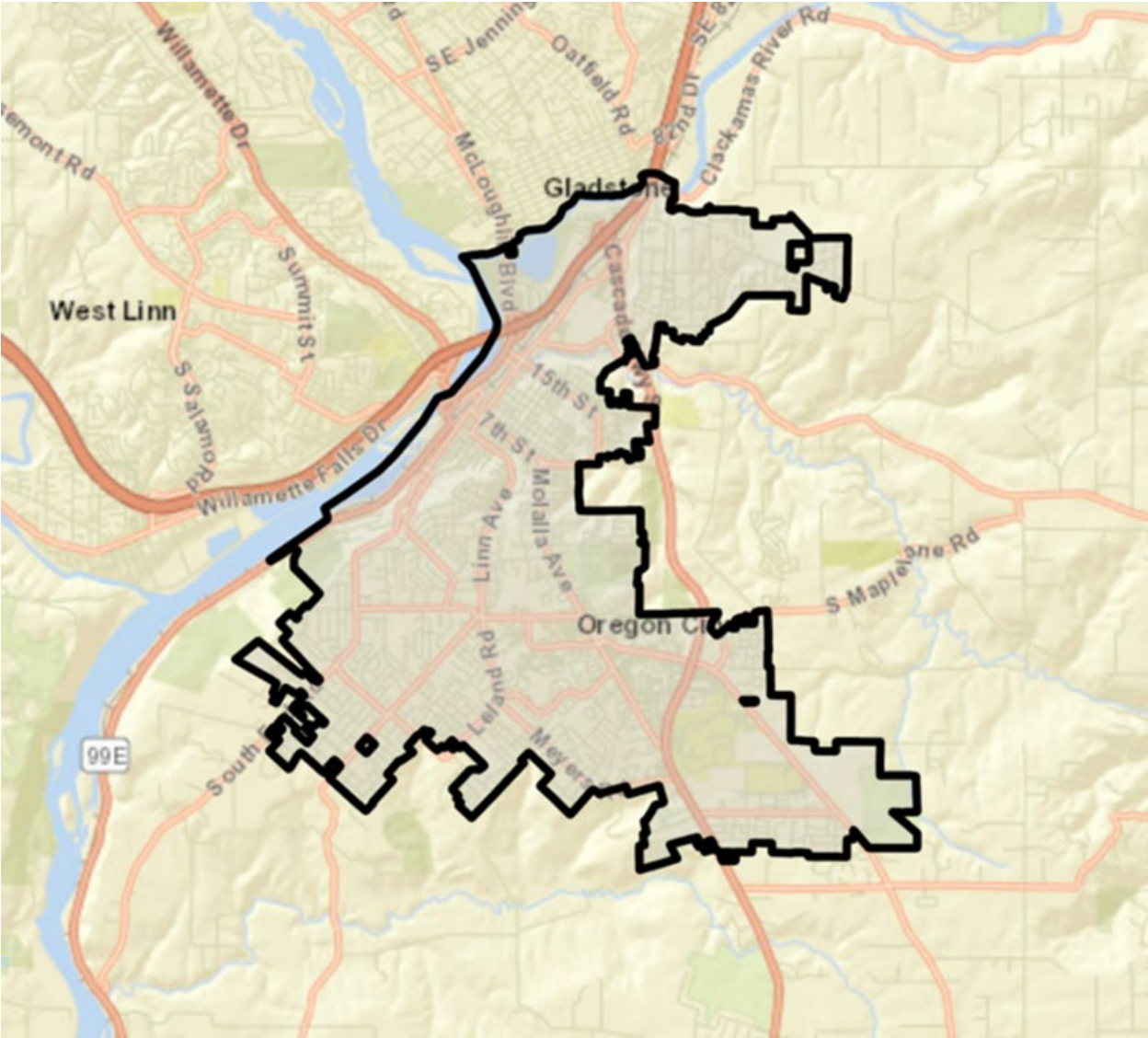


Figure 9: Boundary of Oregon City, Oregon



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.

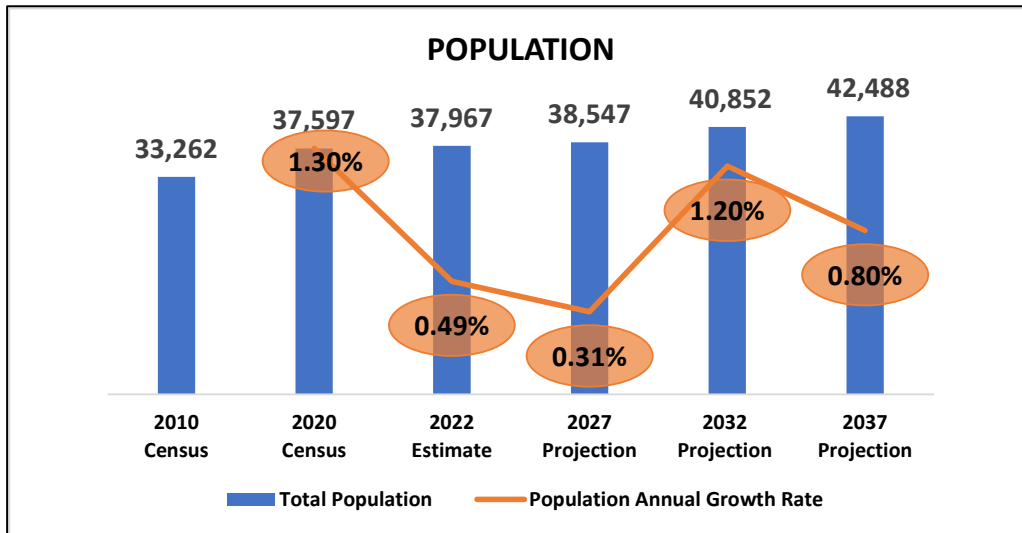


Figure 10: Average Annual Growth Rate and Population Projections for Oregon City

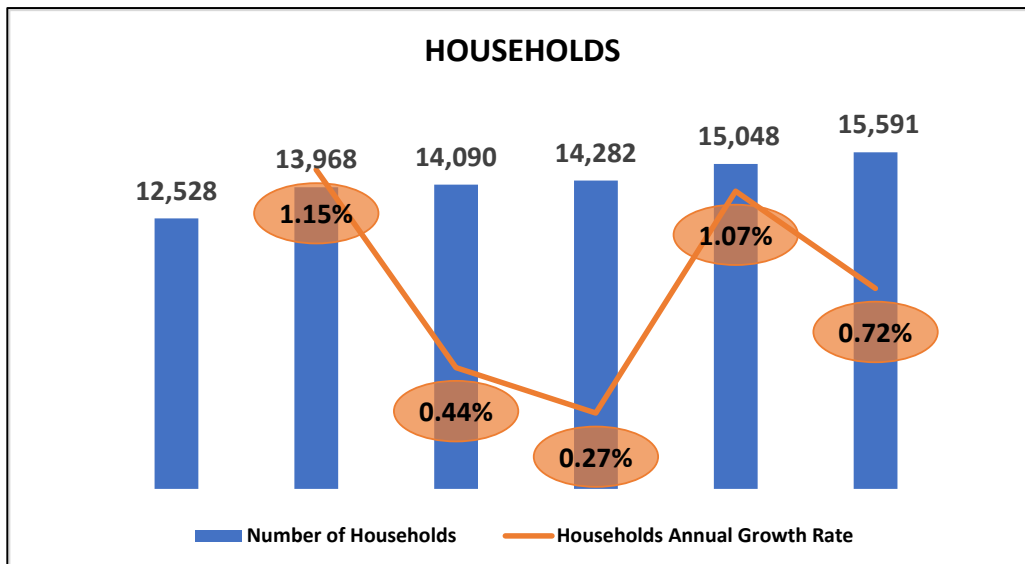


Figure 11: Average Annual Growth Rate and Household Projections for Oregon City

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.

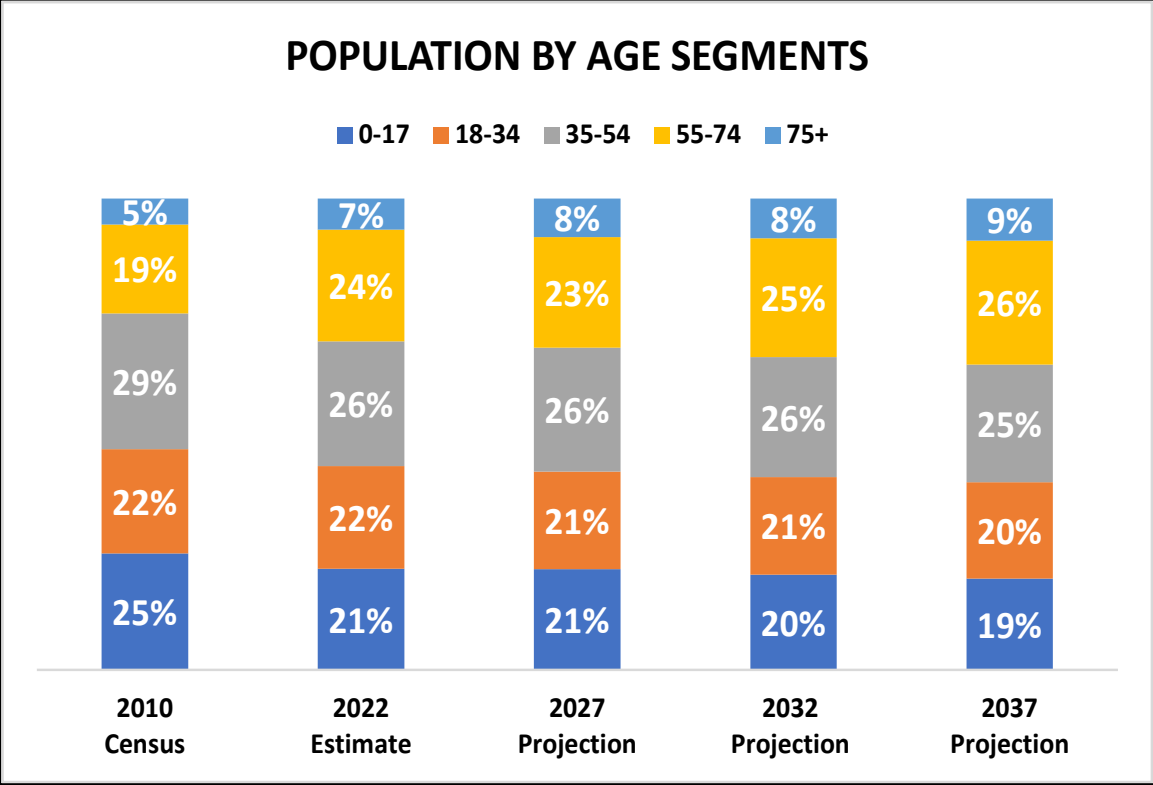


Figure 12: Population by Age Segments

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).

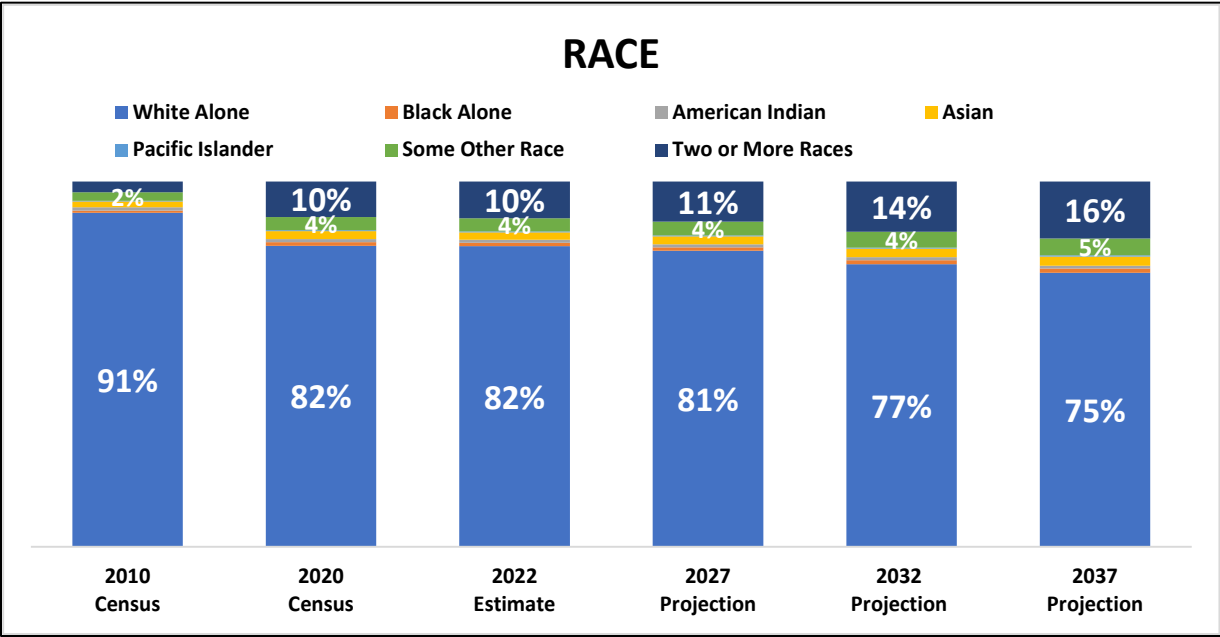


Figure 13: Population by Race

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).

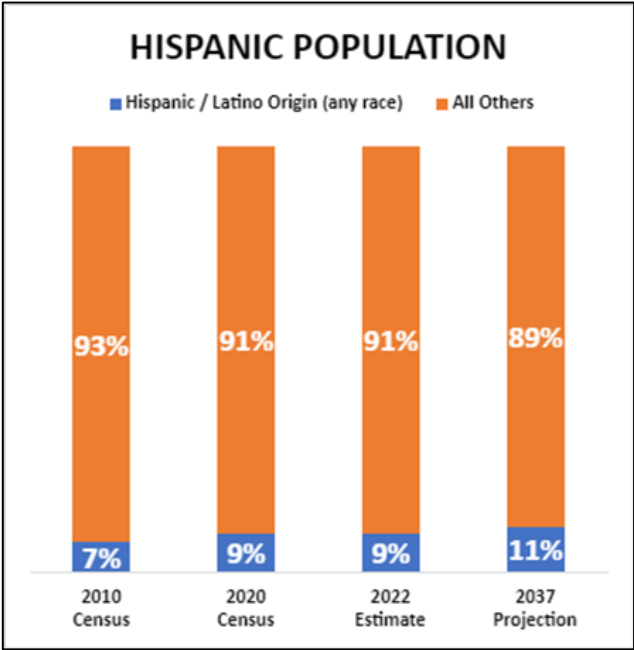


Figure 14: Population by Ethnicity



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.

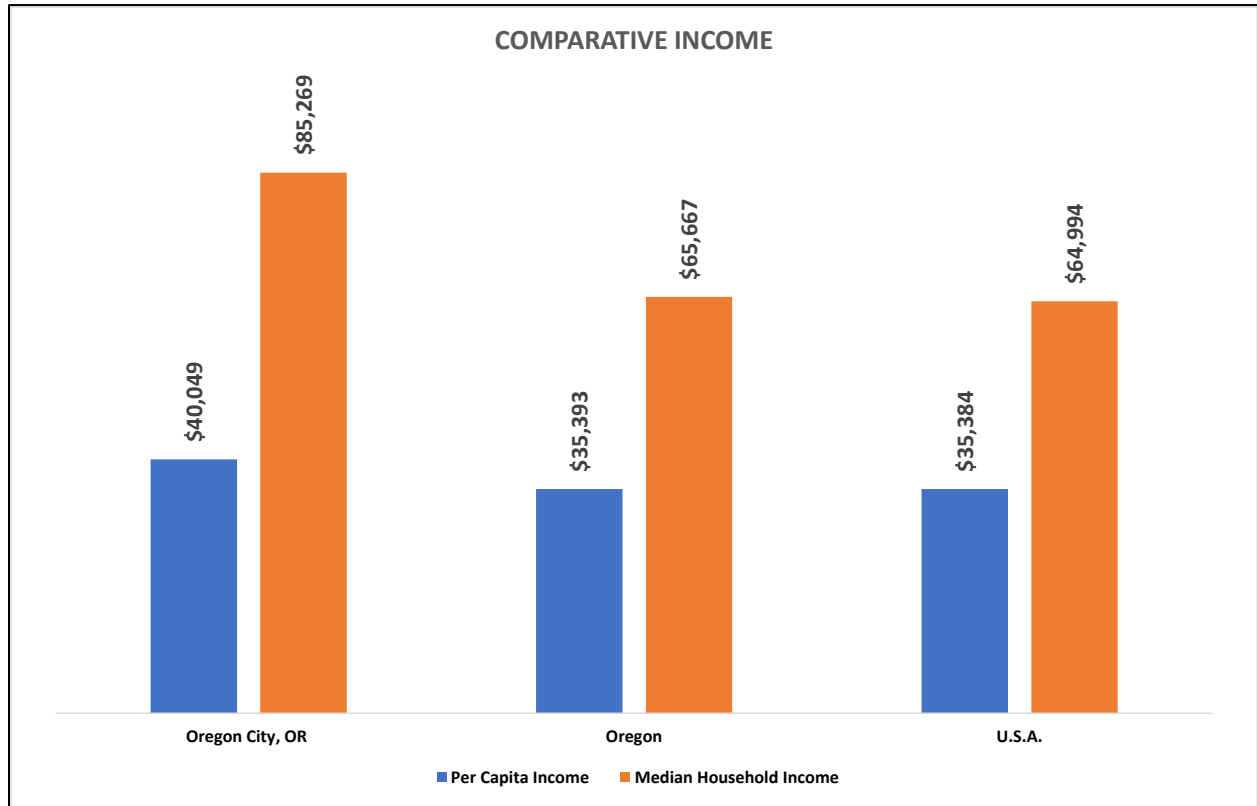


Figure 15: Comparative Income for Oregon City

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.

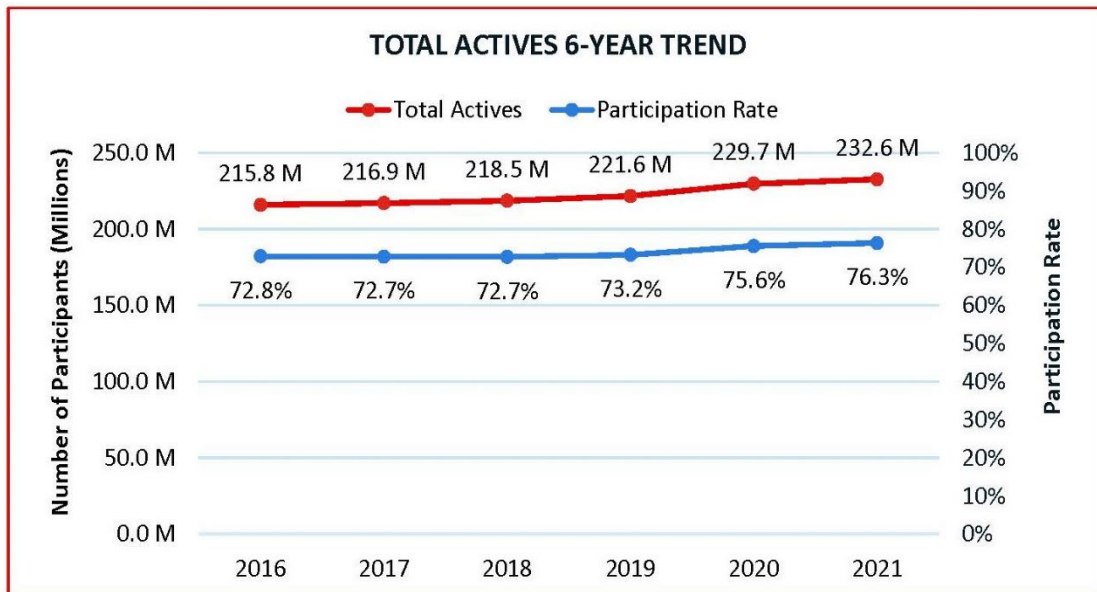


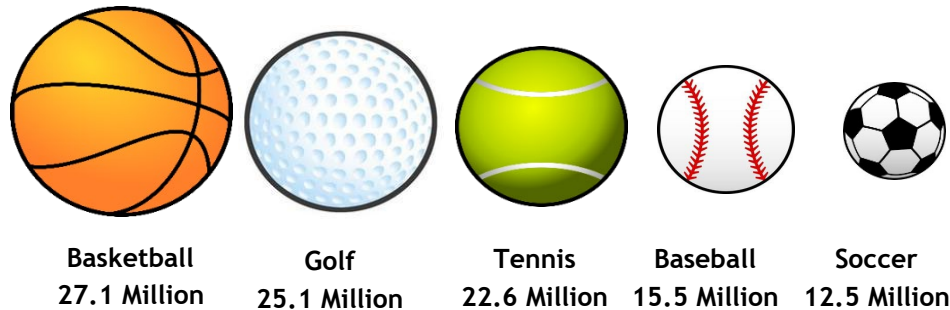
Figure 16: Total Active Americans by year

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%)
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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).

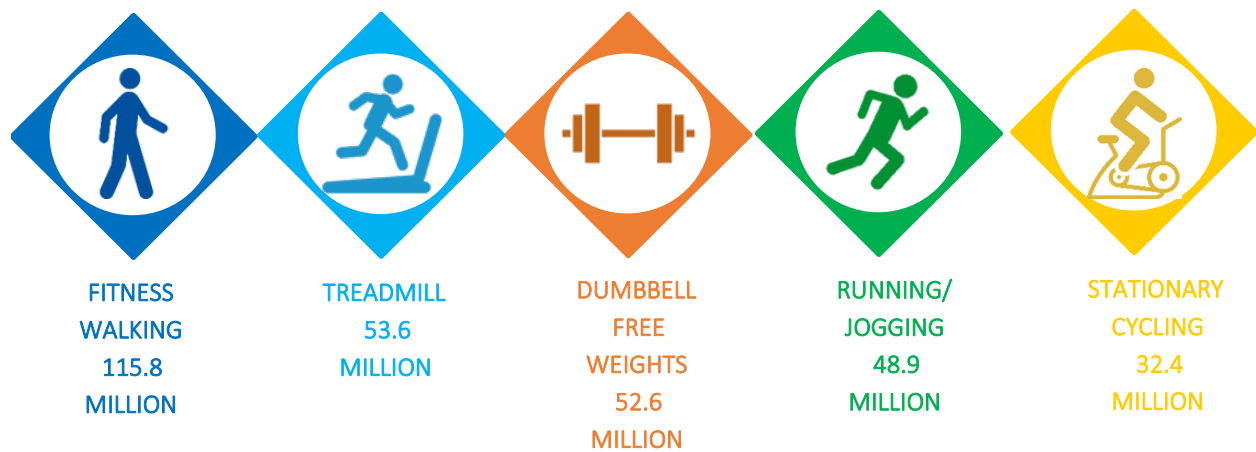


Figure 18: National Fitness Participation

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 HII)	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.II 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).

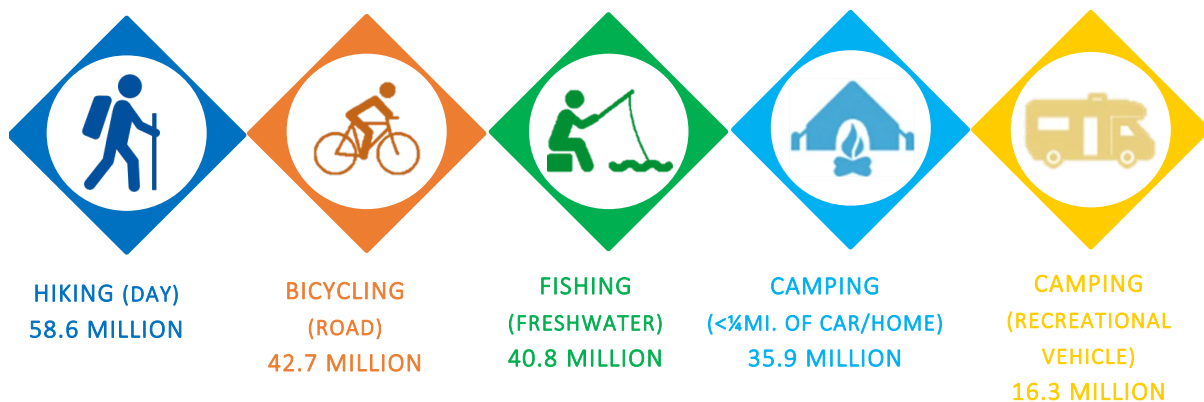


Figure 20: National Outdoor Recreation Participation

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%)
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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.

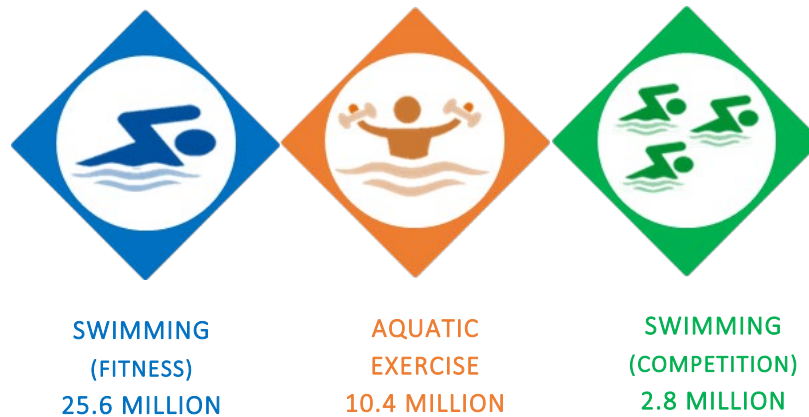


Figure 22: National Aquatics Participation

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%)
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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).

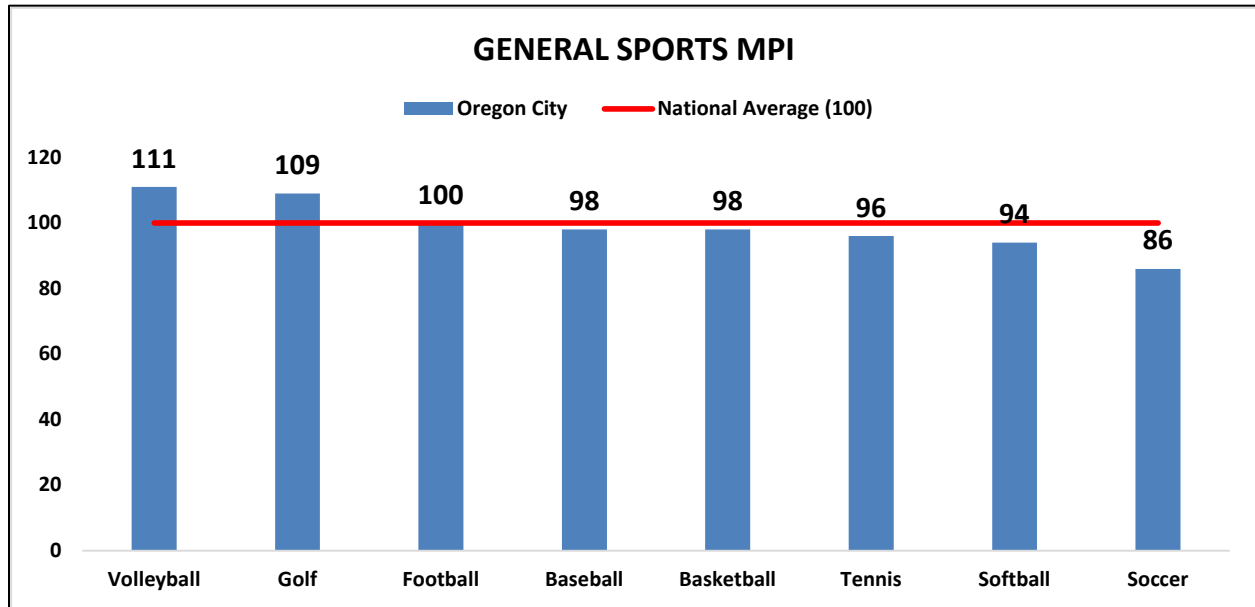


Figure 25: Local General Sports MPI

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.

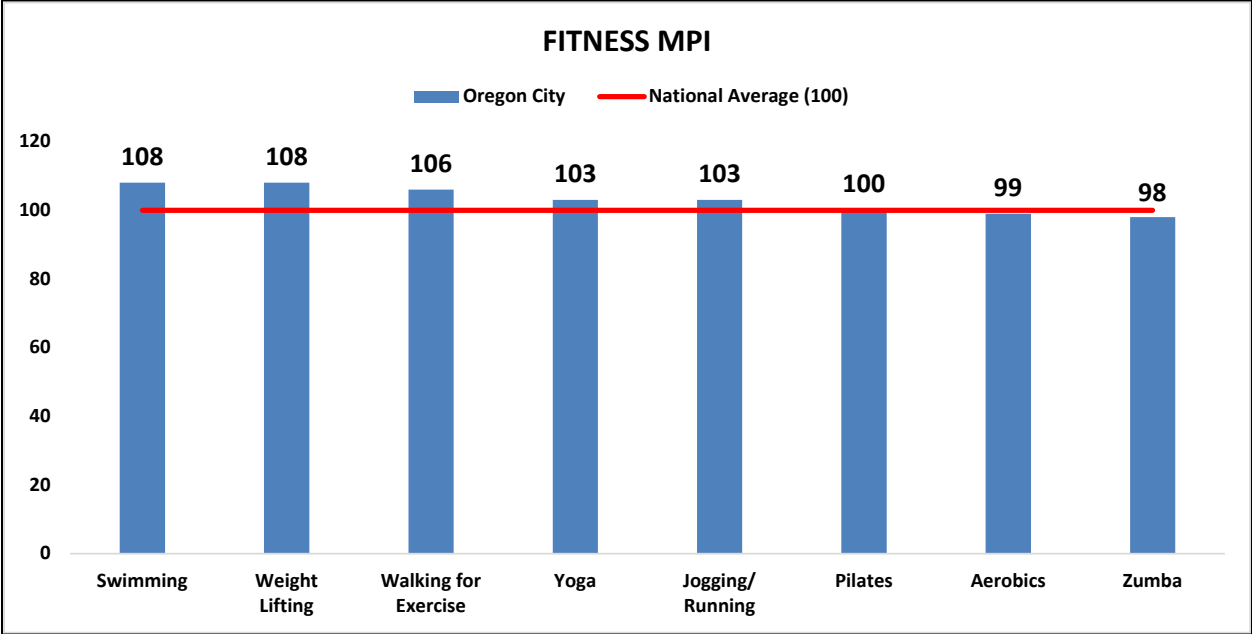


Figure 26: Local Fitness MPI



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).

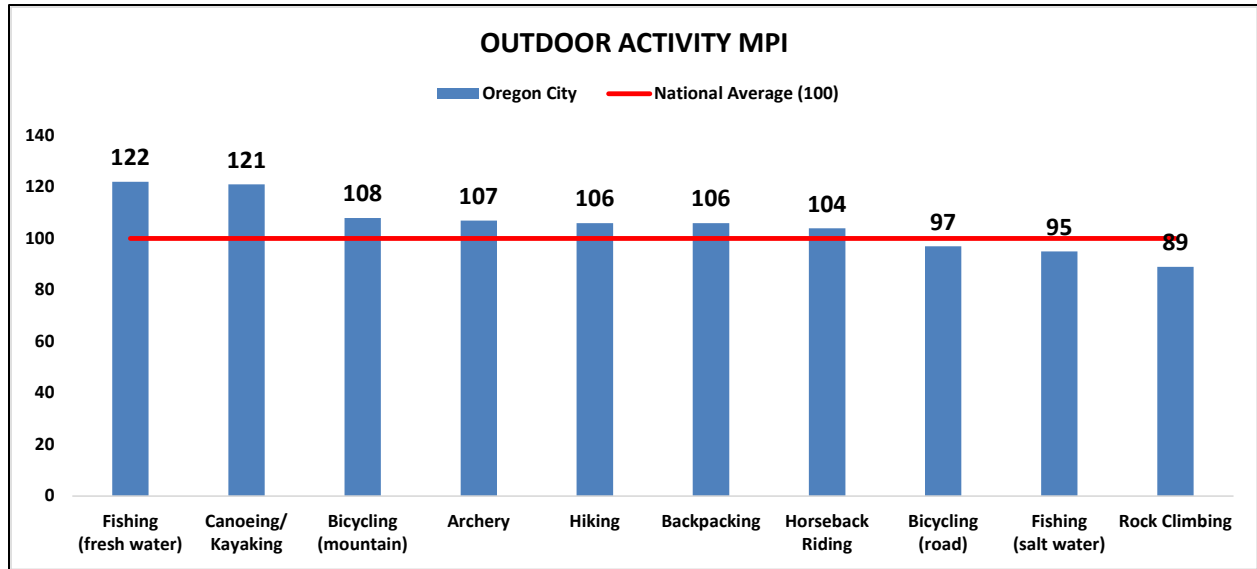


Figure 27: Local Outdoor Activity MPI

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).

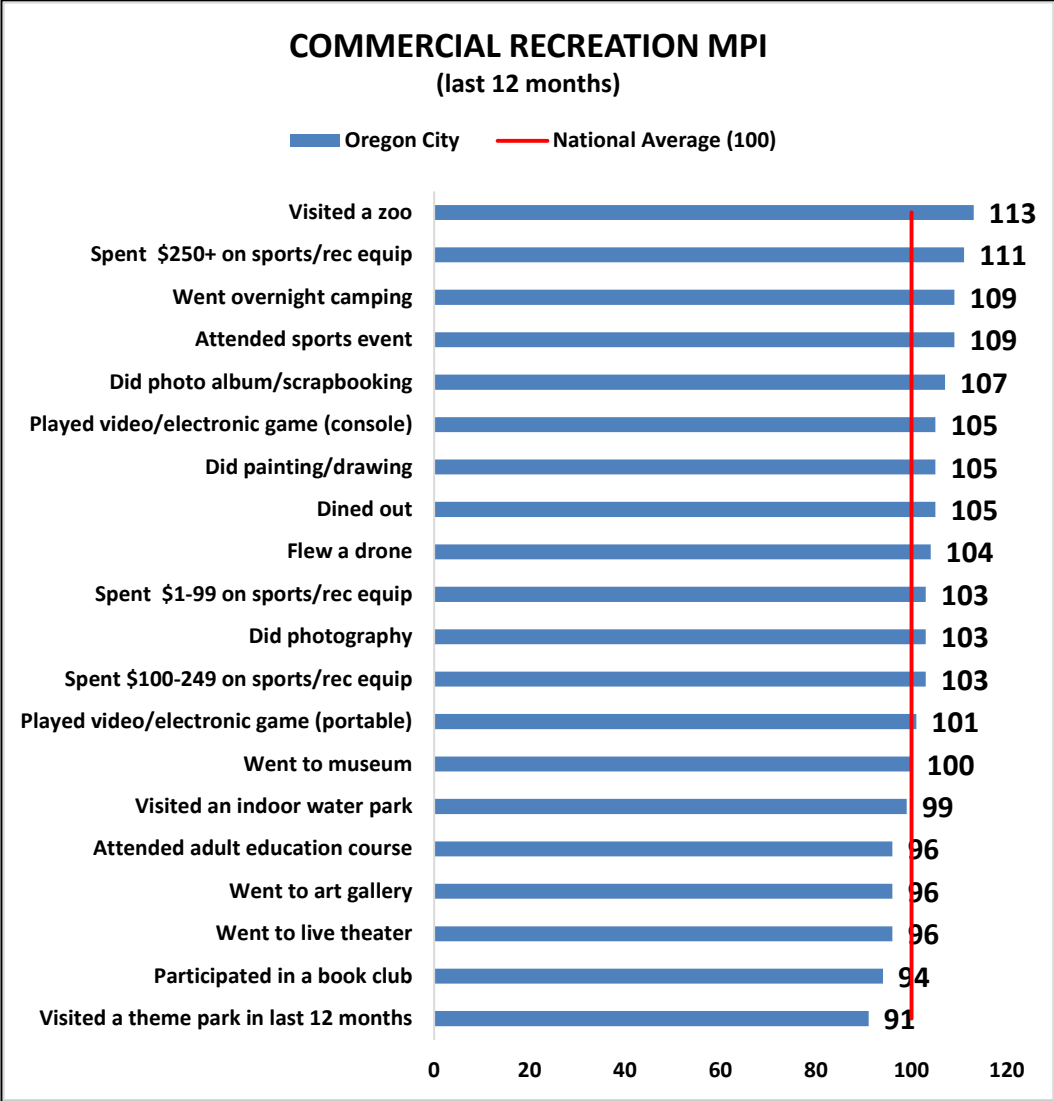


Figure 28: Local Commercial Recreation MPI



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



3.1 KEY LEADERSHIP & STAKEHOLDER INTERVIEWS



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	

3.1.1 STRENGTHS

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.

LOCATION

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



- 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.

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.

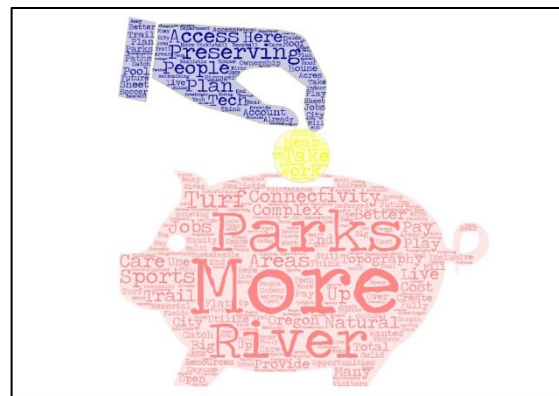


Figure 32: Top priority word cloud



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.

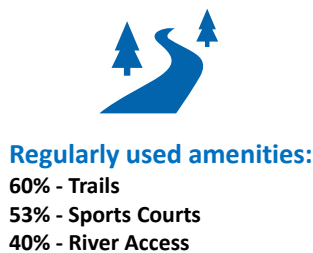
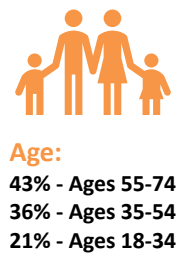
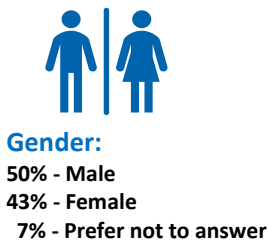


LIVE POLLING

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.



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.

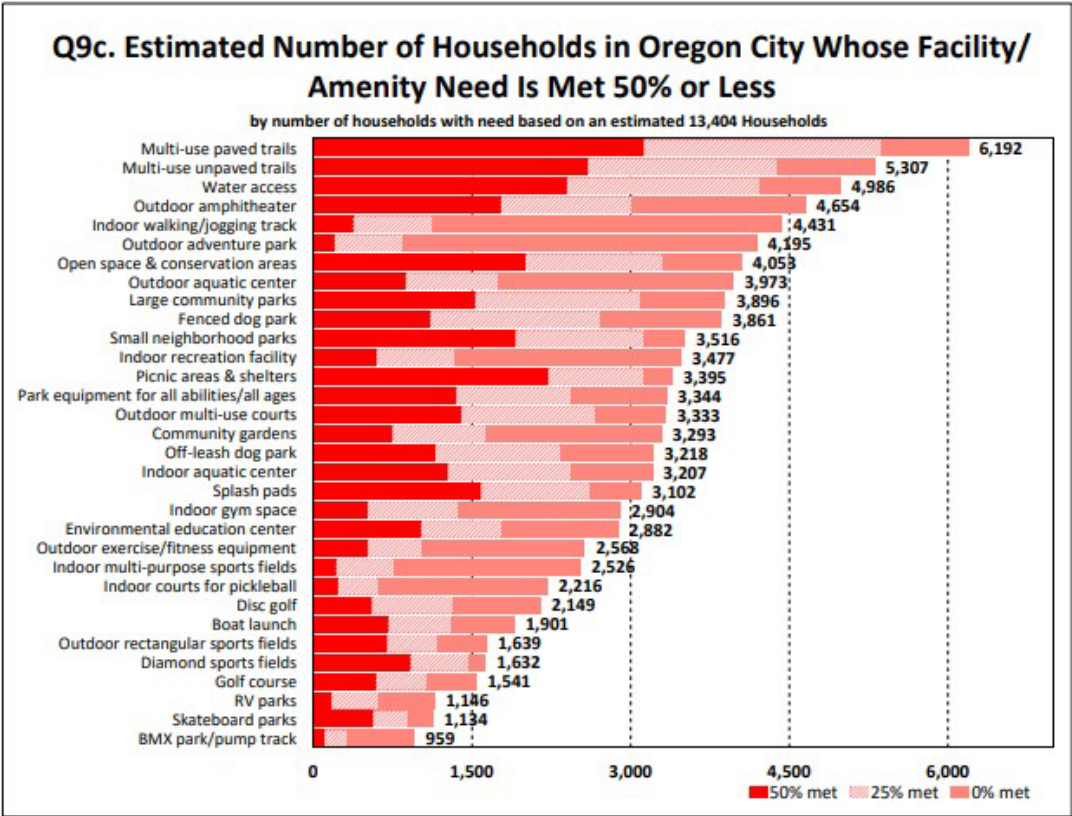


Figure 33: Unmet Facility and Amenity Needs

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.

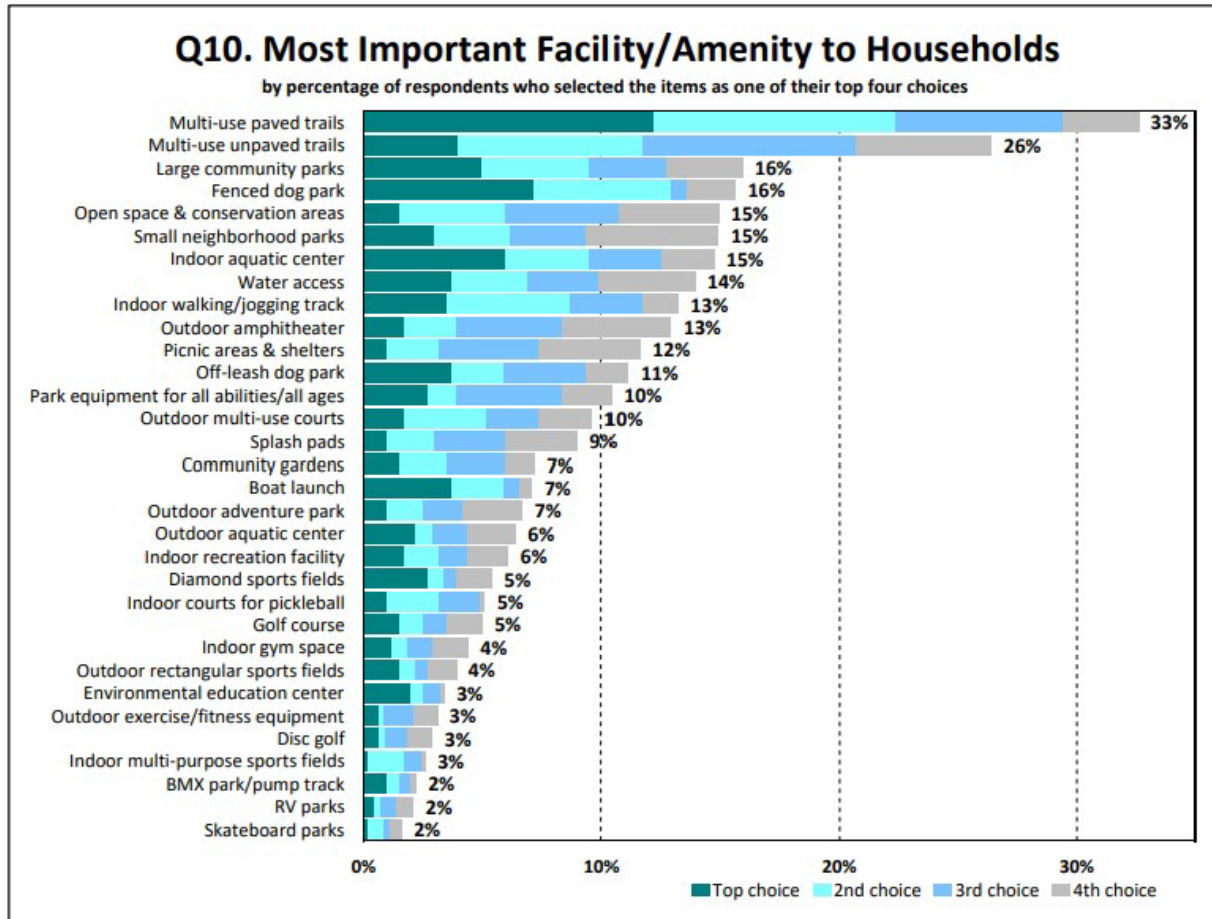


Figure 34: Most Important Facilities/Amenities to Households

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

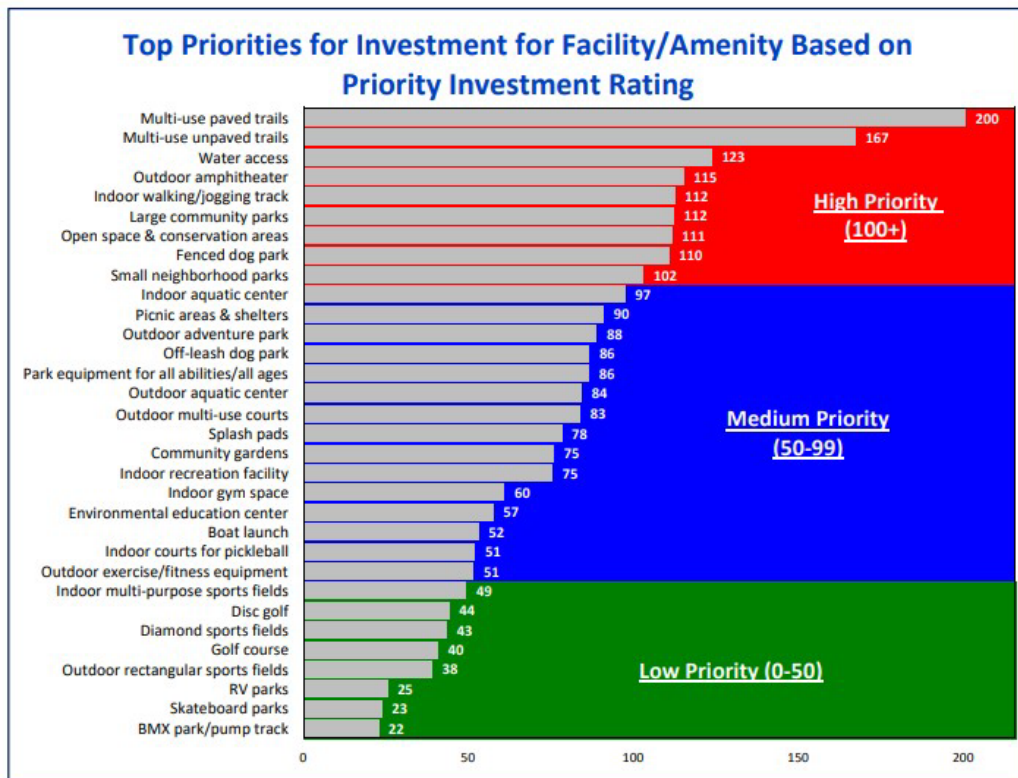


Figure 35: Top Priorities for Investment for Facility/Amenity



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.

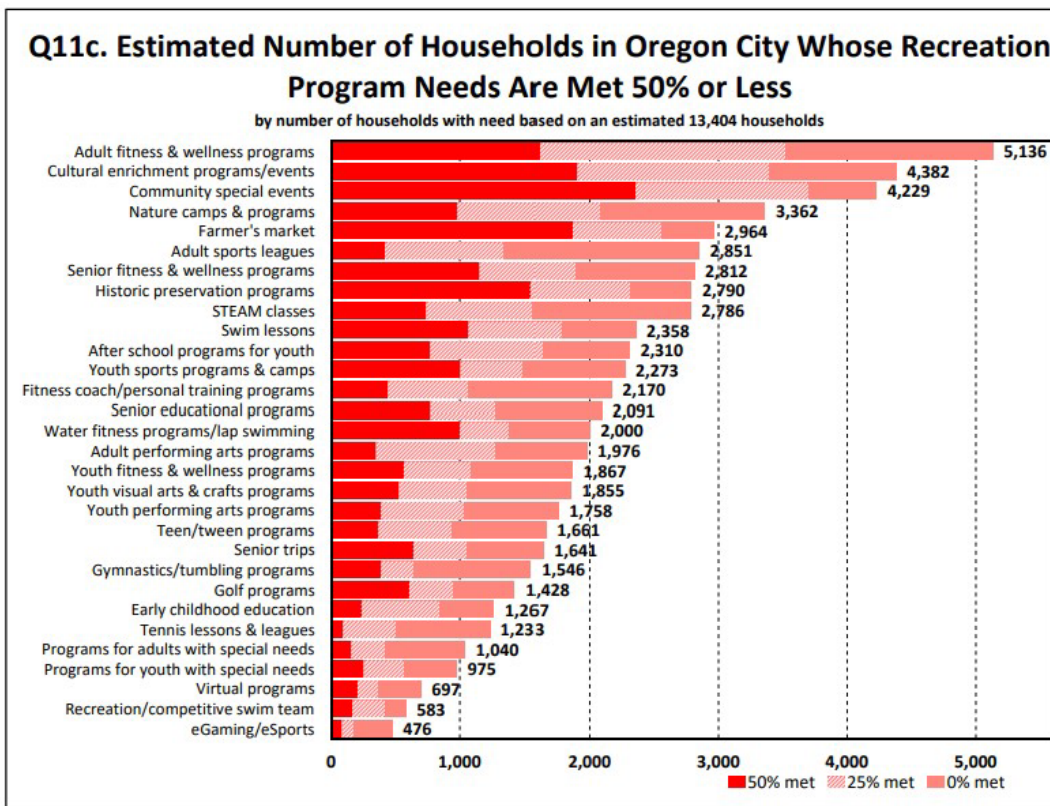


Figure 36: Unmet Needs: Recreation Programs

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.

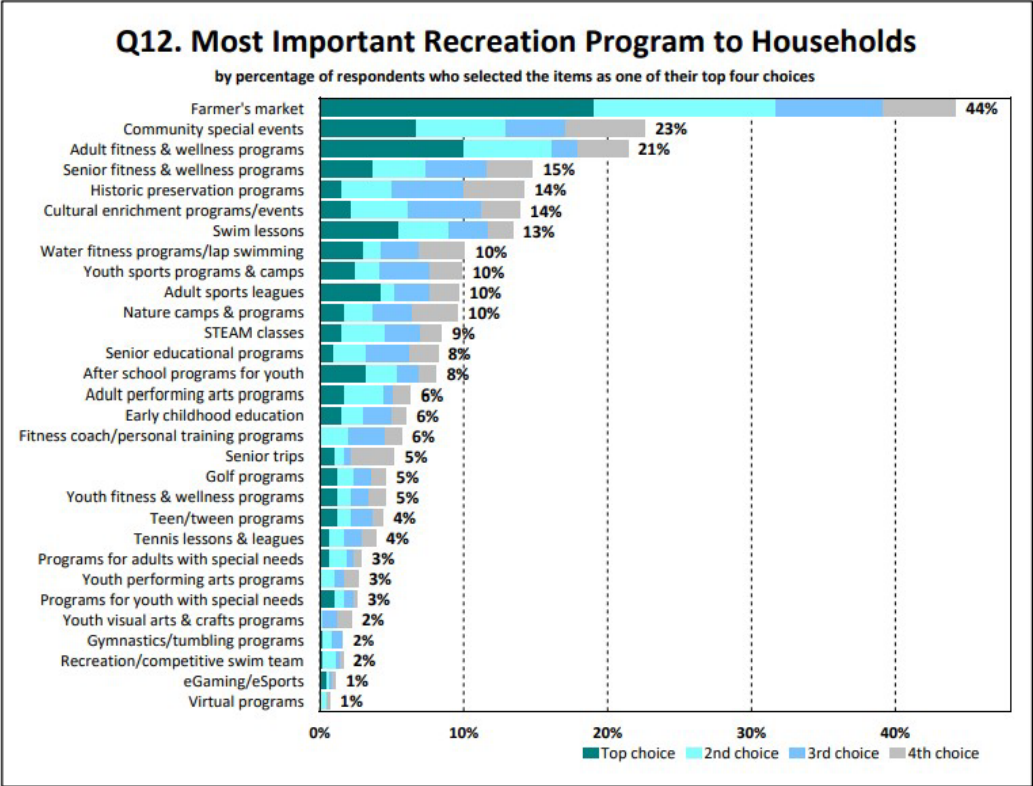


Figure 37: Most Important Recreation Programs to Households



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.

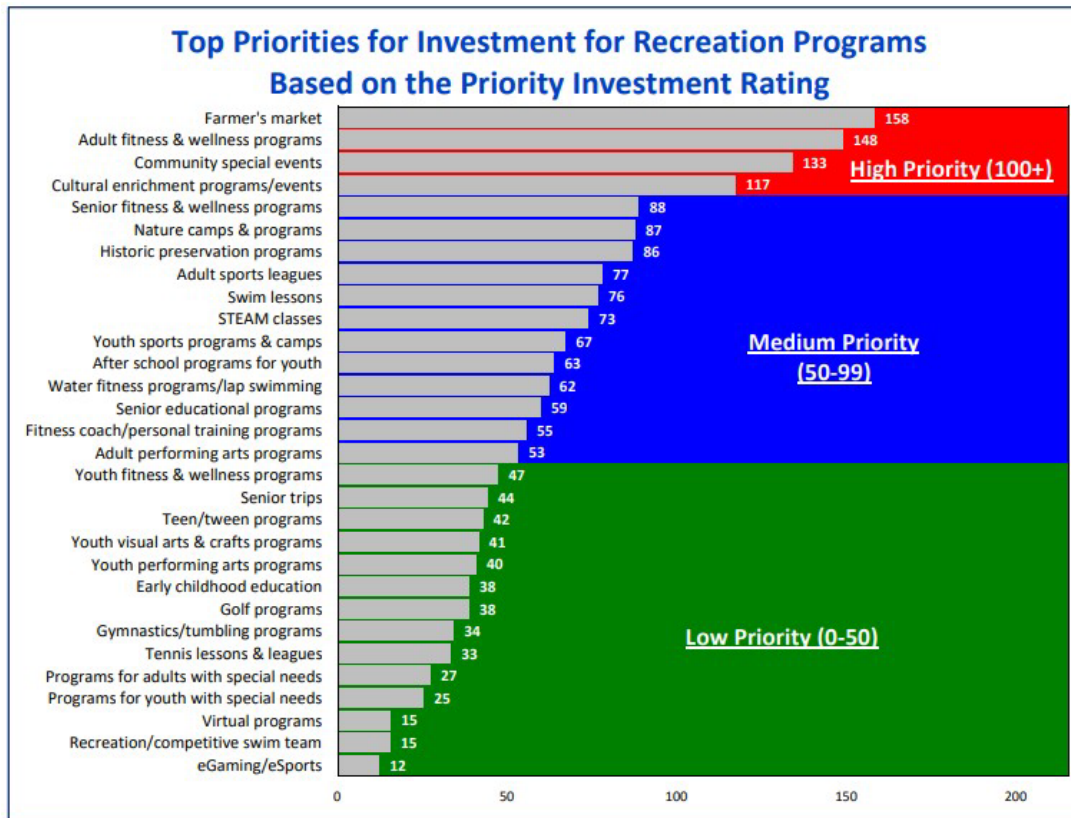


Figure 38: Top Priorities for Investment: Recreation Programs

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%)

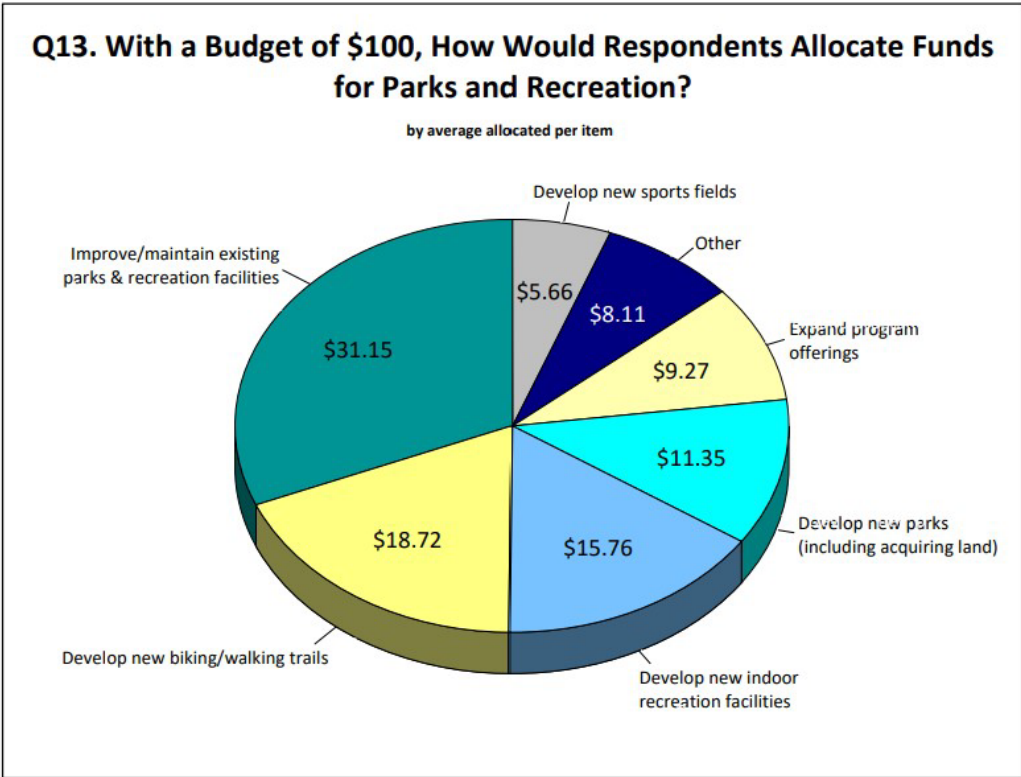


Figure 39: Allocation of Funds with \$100 Budget



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
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.



 Statistically Valid Survey	 Online Community Survey
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.



 Statistically Valid Survey	 Online Community Survey
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	37,967														
2032 Estimated Population	40,852														

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)

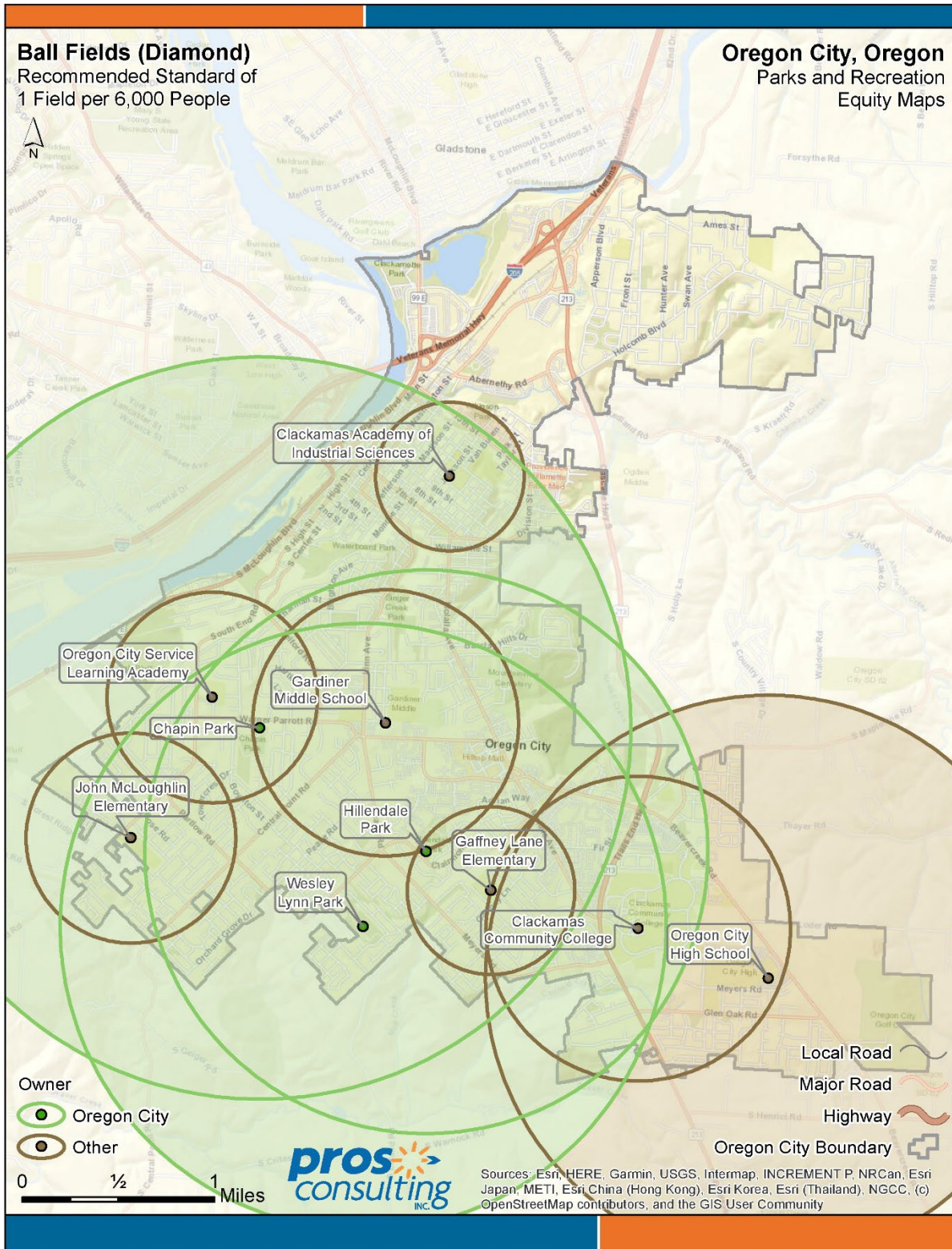


Figure 54: Ballfields Map

4.2.2 BASKETBALL COURTS

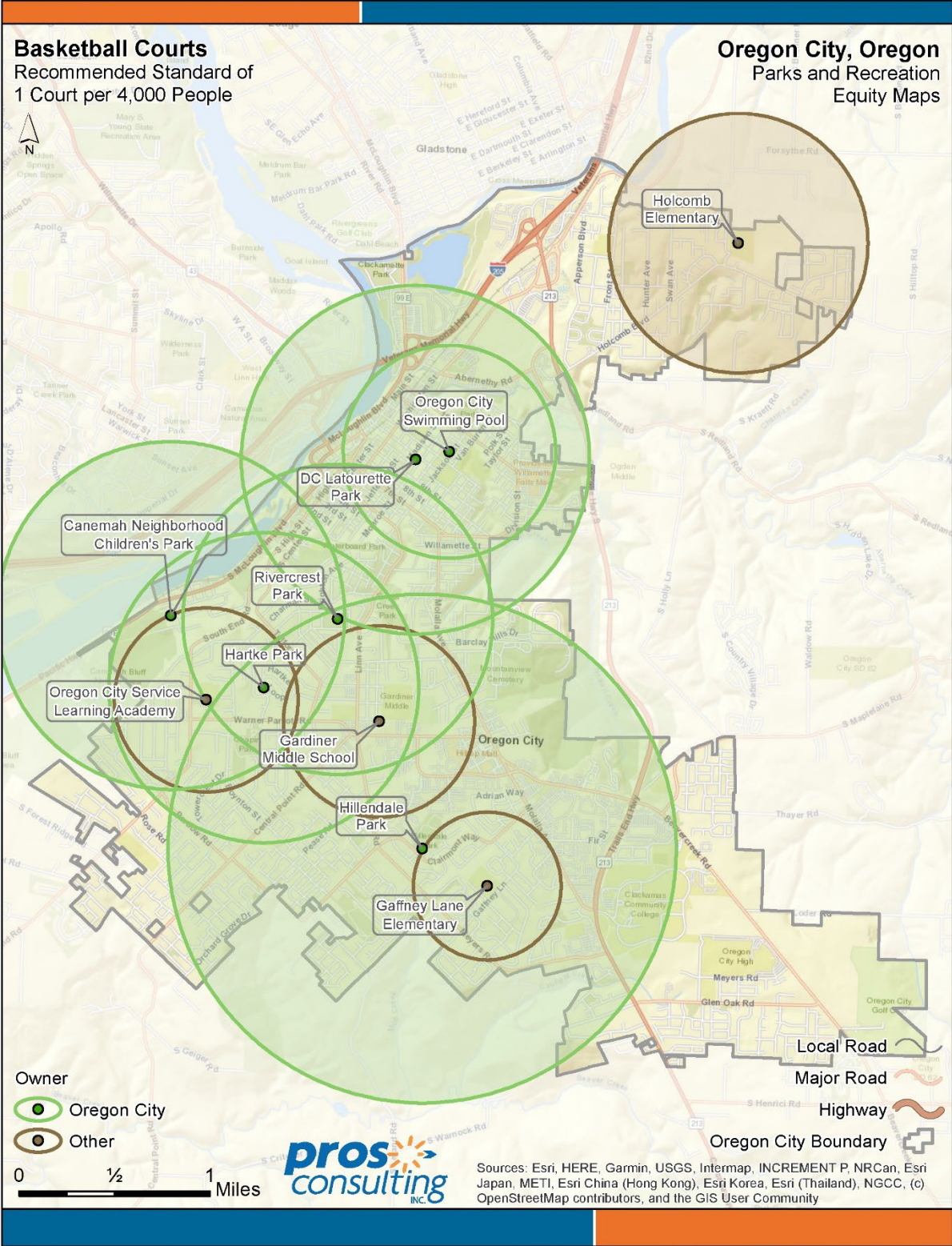


Figure 55: Basketball Courts Map



4.2.3 COMMUNITY PARKS

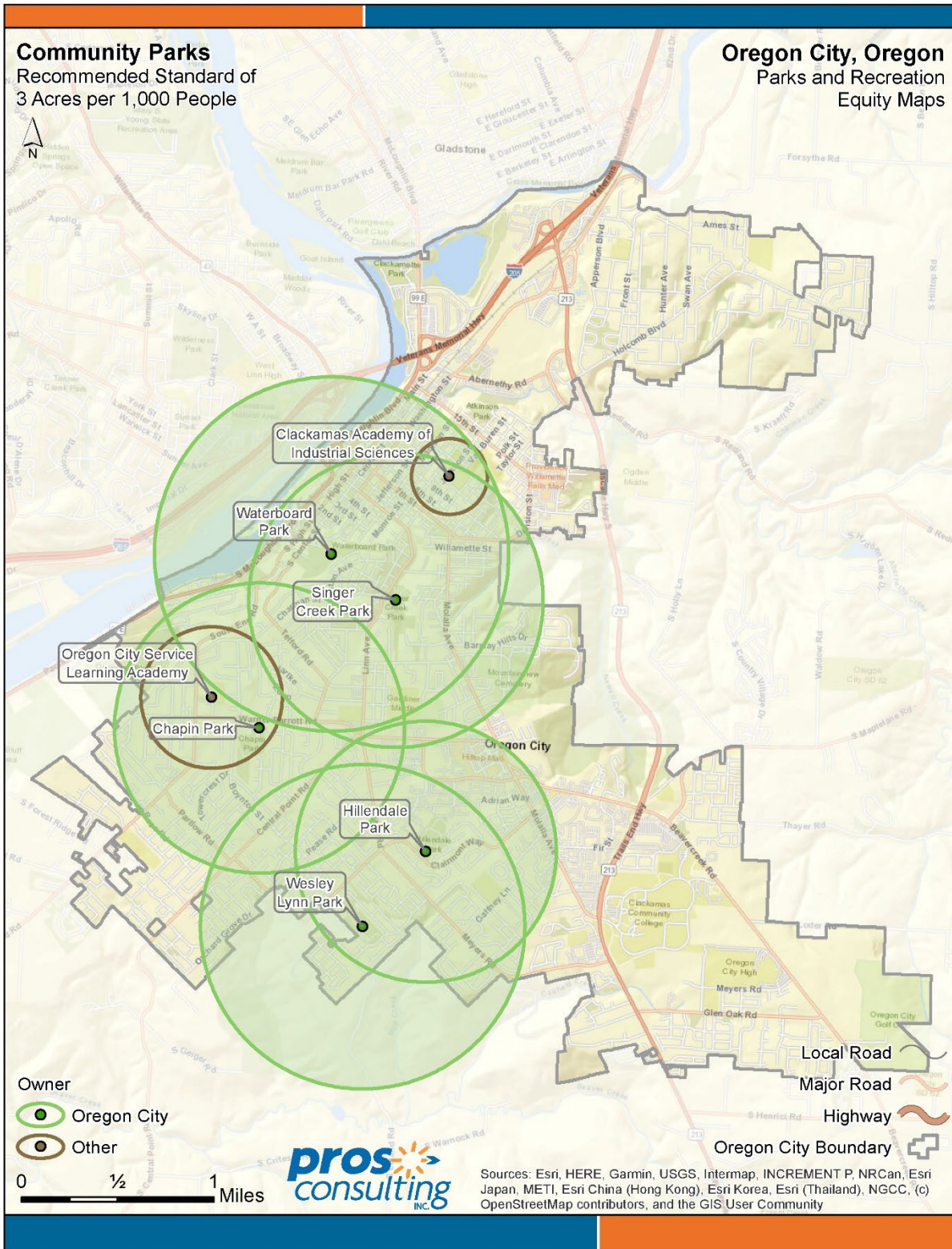


Figure 56: Community Parks Map

4.2.4 FENCE DOG PARK

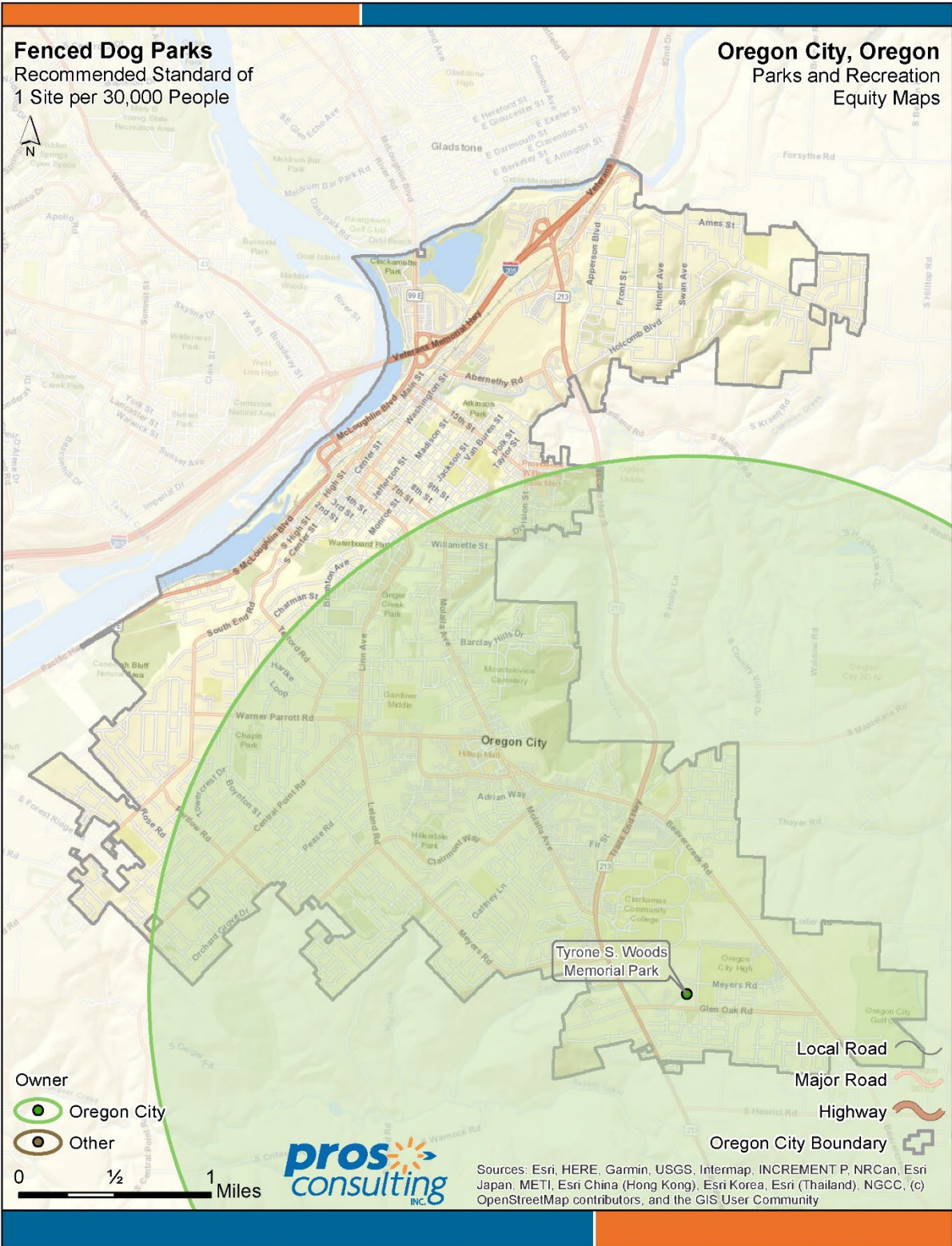


Figure 57: Fenced Dog Parks Map



4.2.5 INDOOR AQUATIC SPACE

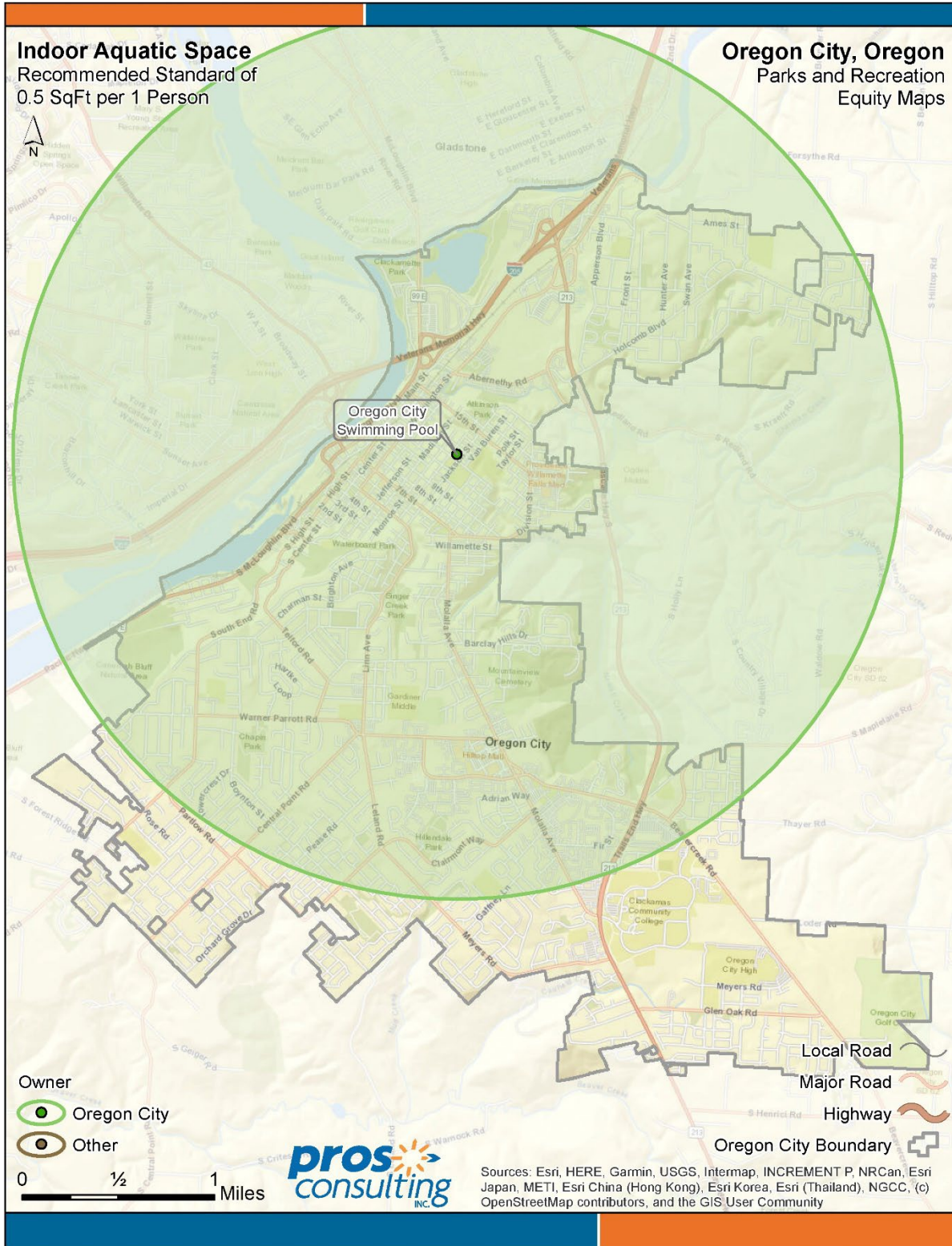


Figure 58: Indoor Aquatic Space Map

4.2.6 INDOOR RECREATION SPACE

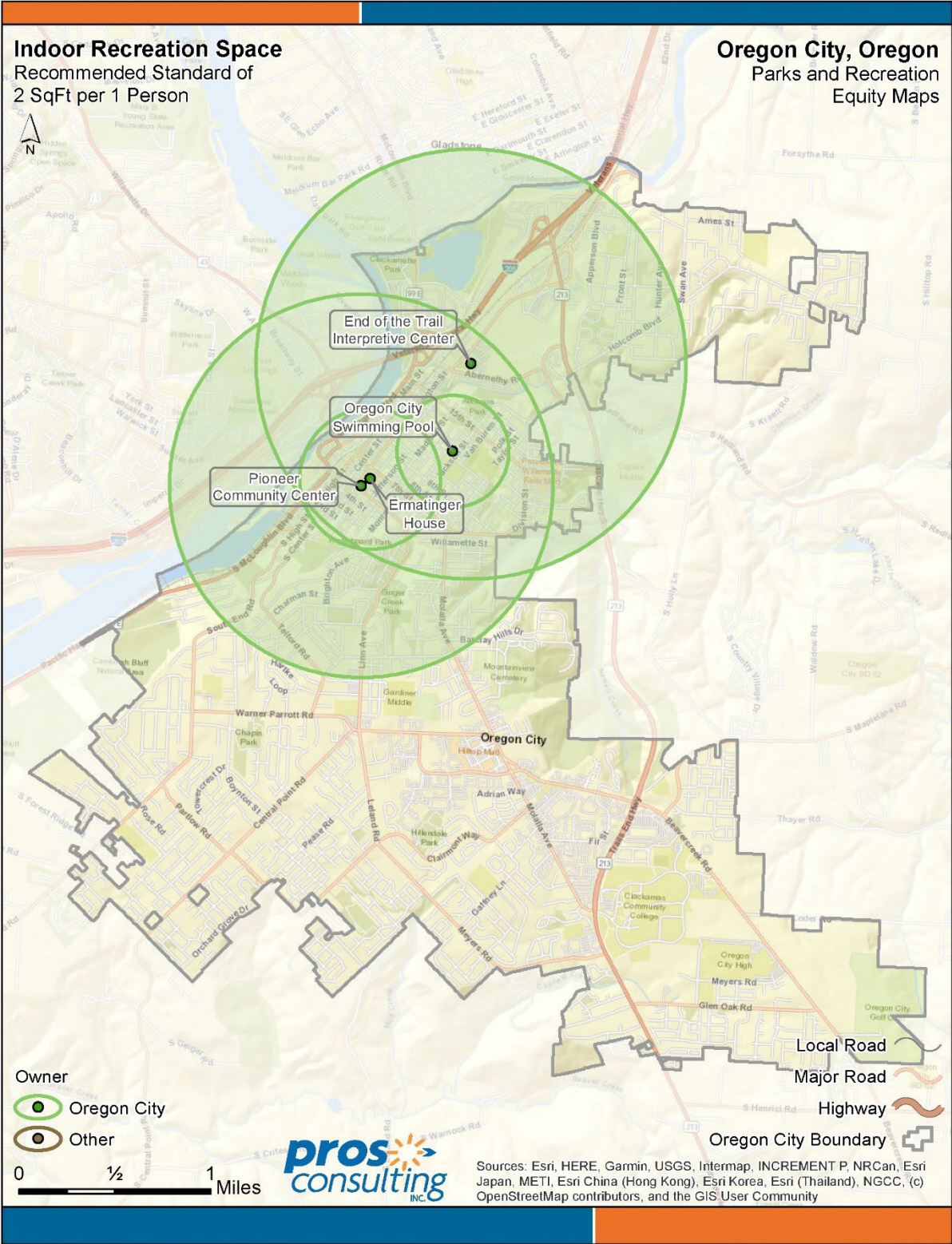


Figure 59: Indoor Recreation Space Map



4.2.7 MULTI-PURPOSE FIELDS (RECTANGULAR)

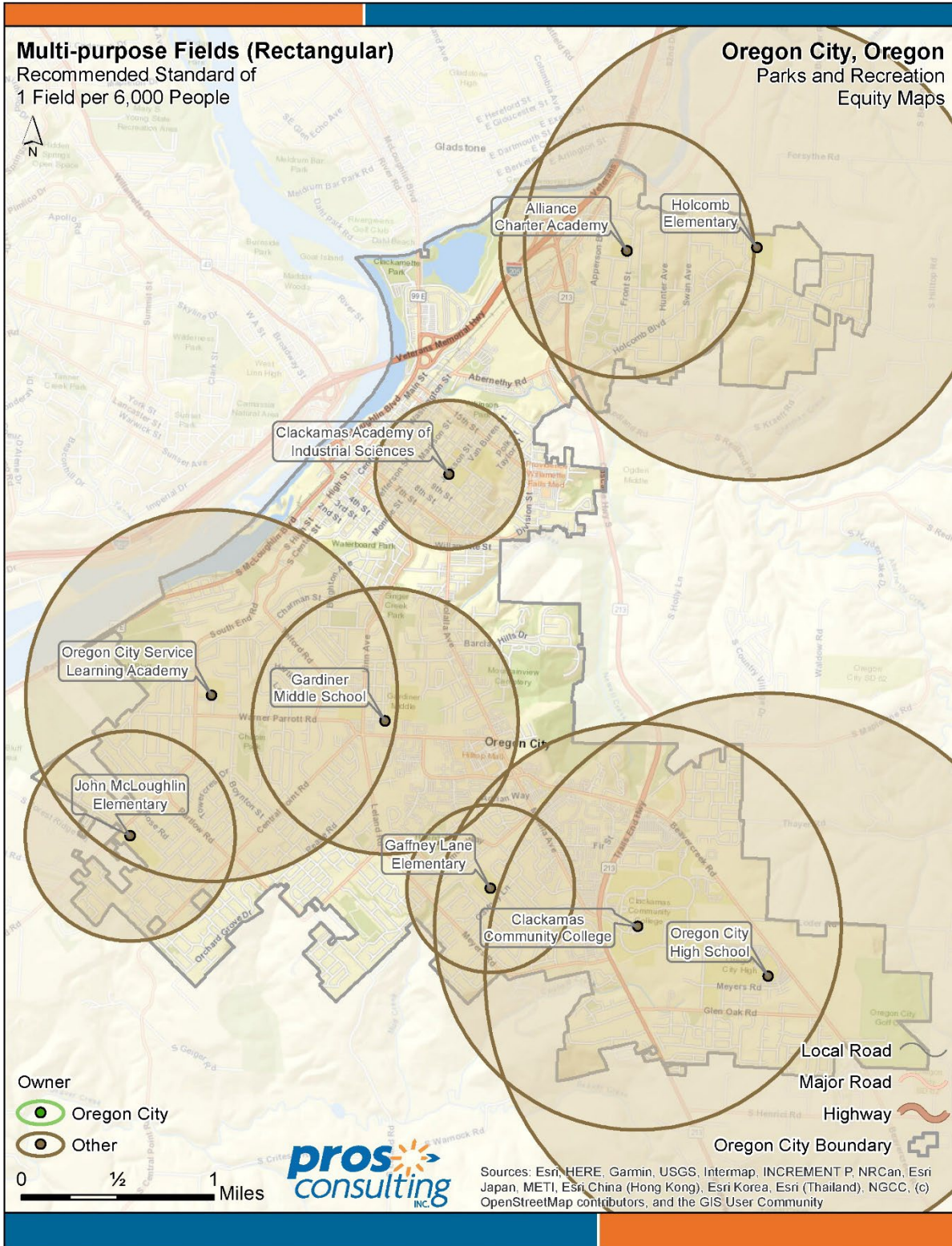


Figure 60: Multi-Purpose Fields (Rectangular) Map

4.2.8 NEIGHBORHOOD PARKS

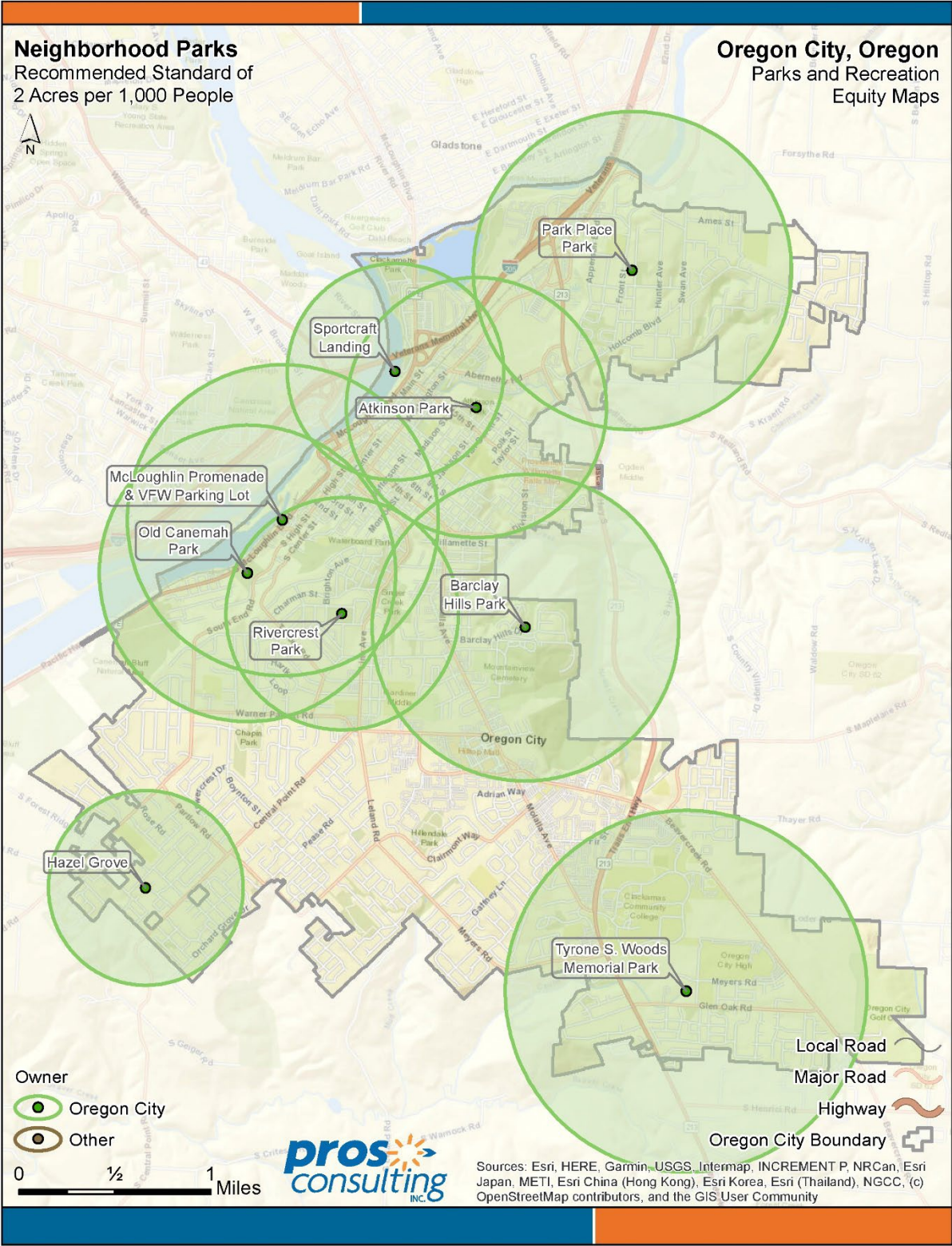


Figure 61: Neighborhood Parks Map



4.2.9 PICKLEBALL COURTS

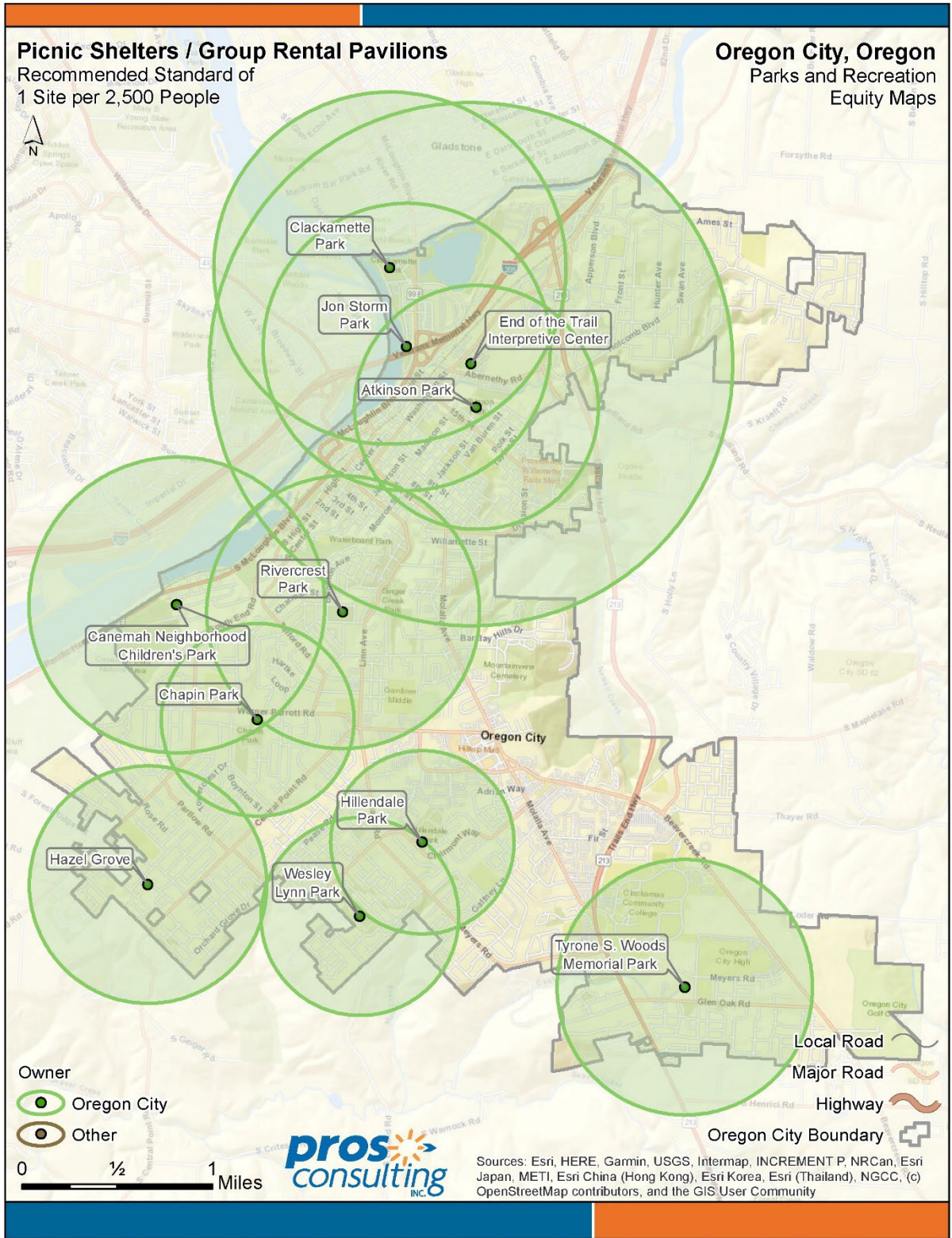


Figure 63: Picnic Shelters / Group Rental Pavilions Map

4.2.11 PLAYGROUNDS

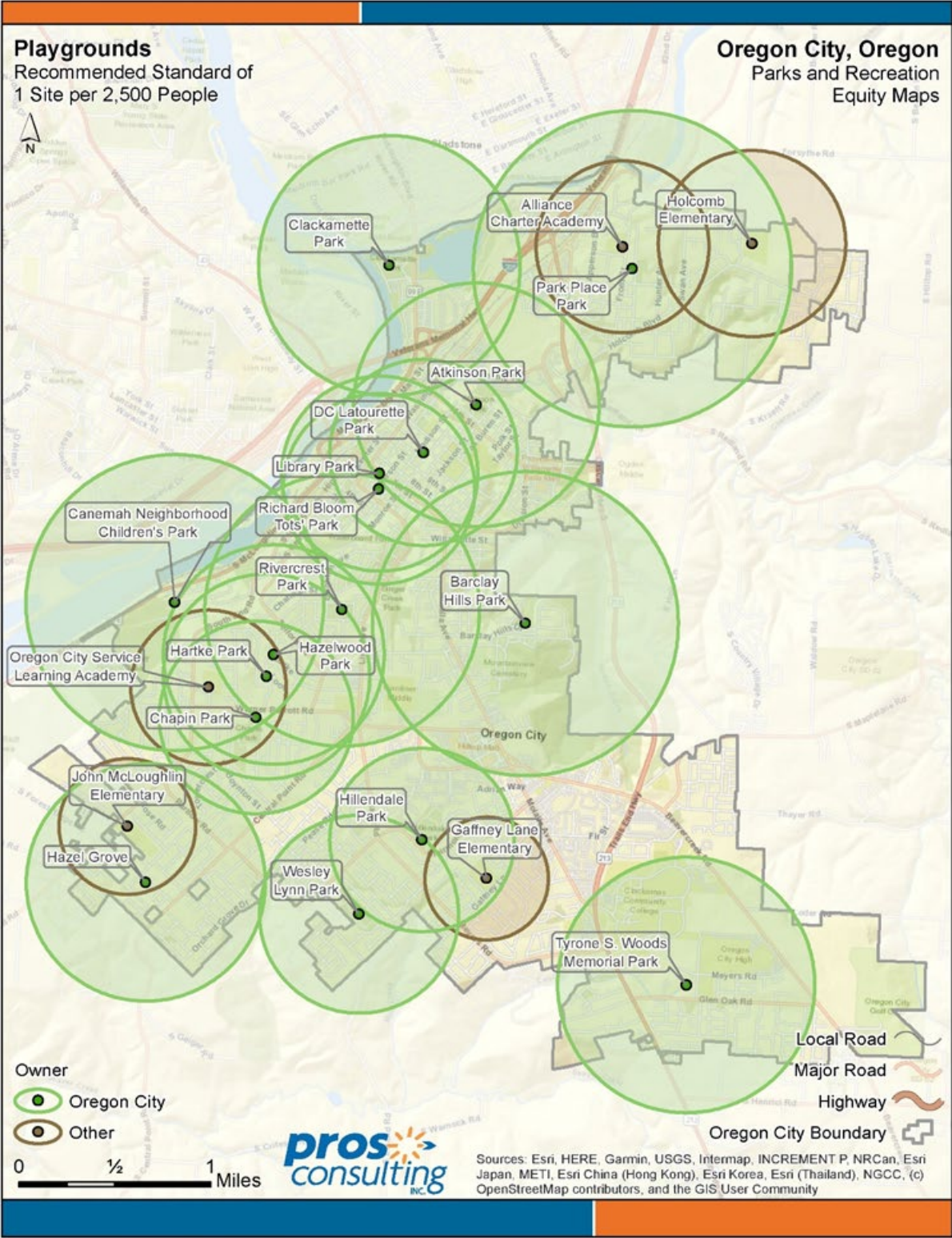


Figure 64: Playgrounds Map



4.2.12 POCKET PARKS

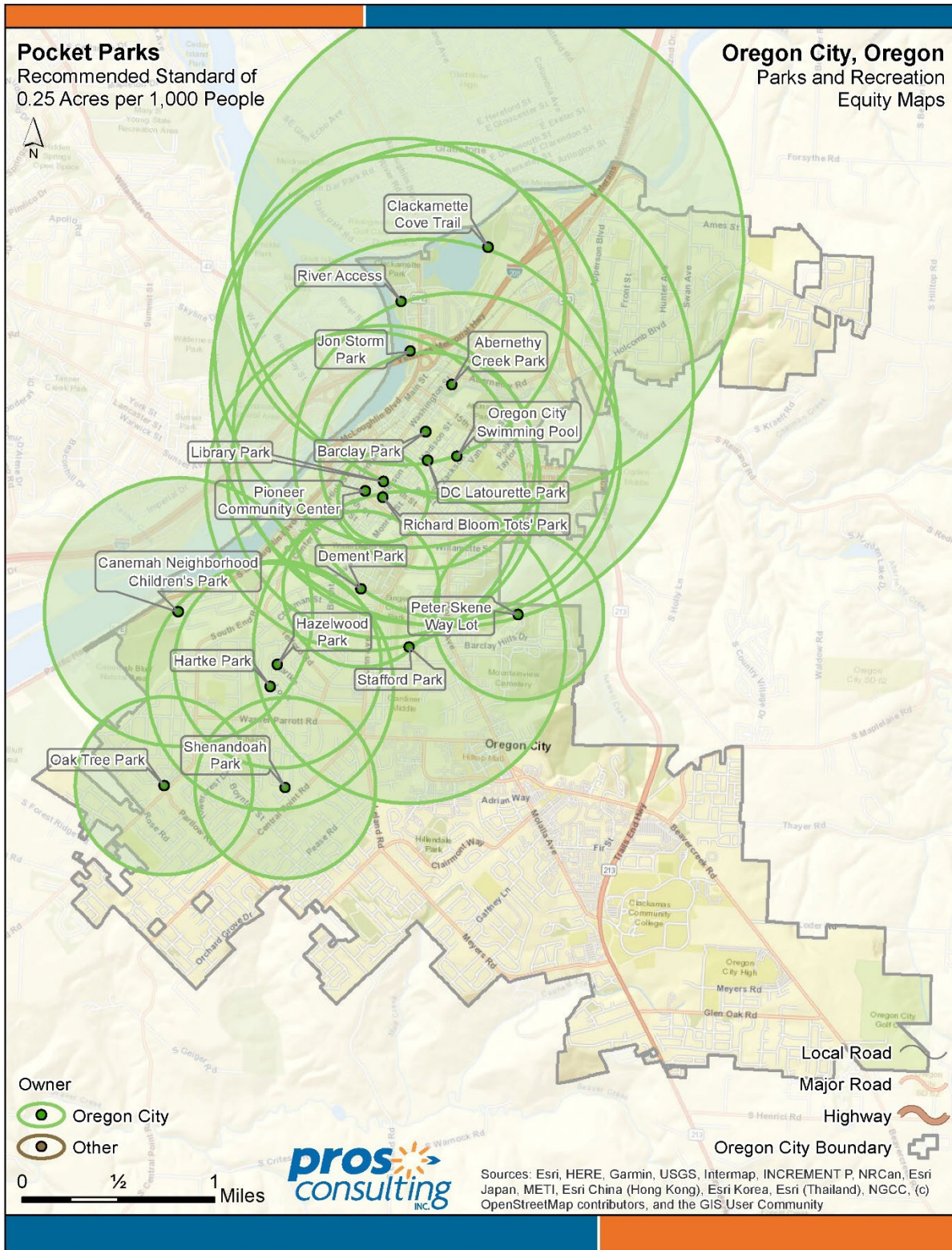


Figure 65: Pocket Parks Map

4.2.13 REGIONAL PARKS

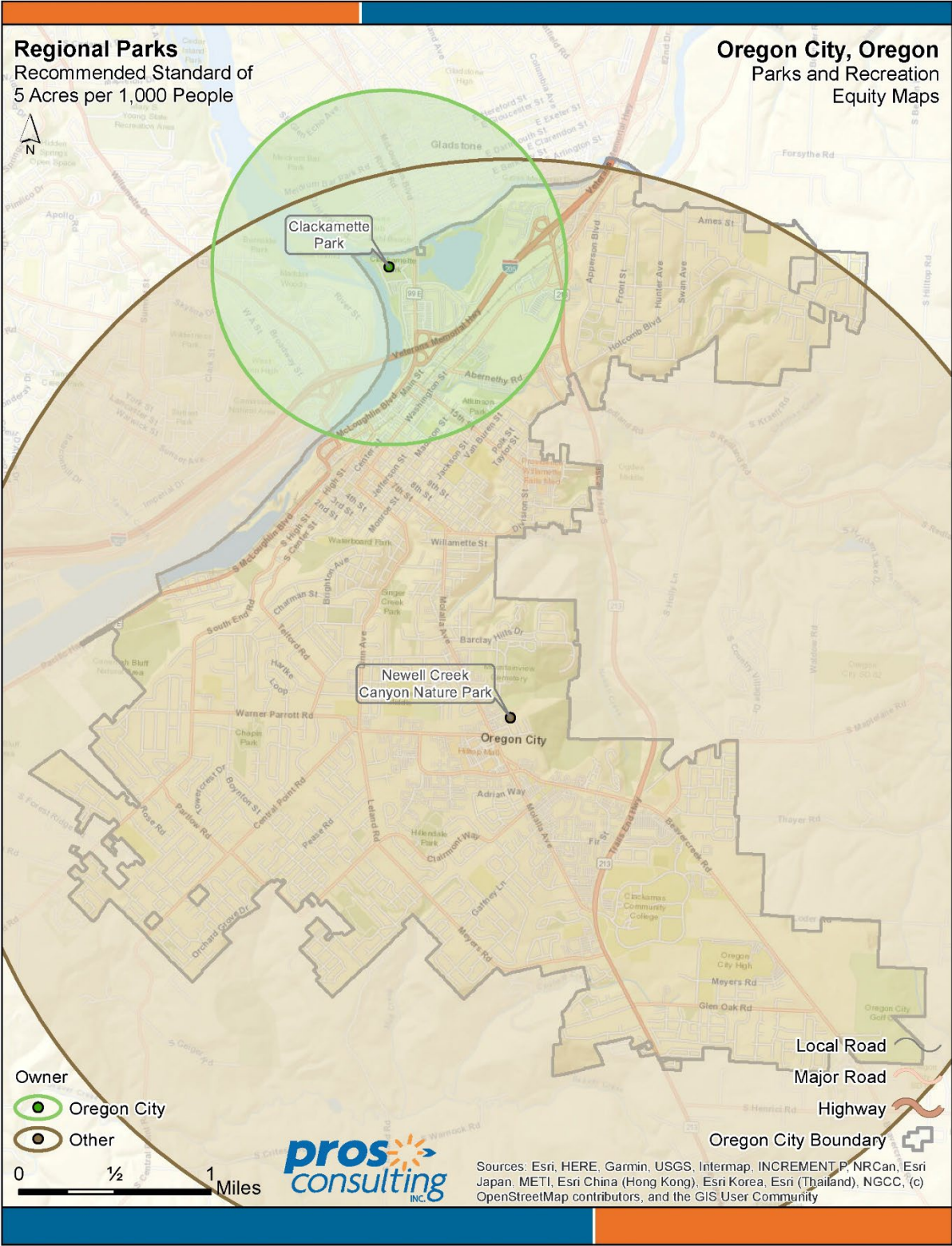


Figure 66: Regional Parks Map



4.2.14 SKATE PARKS

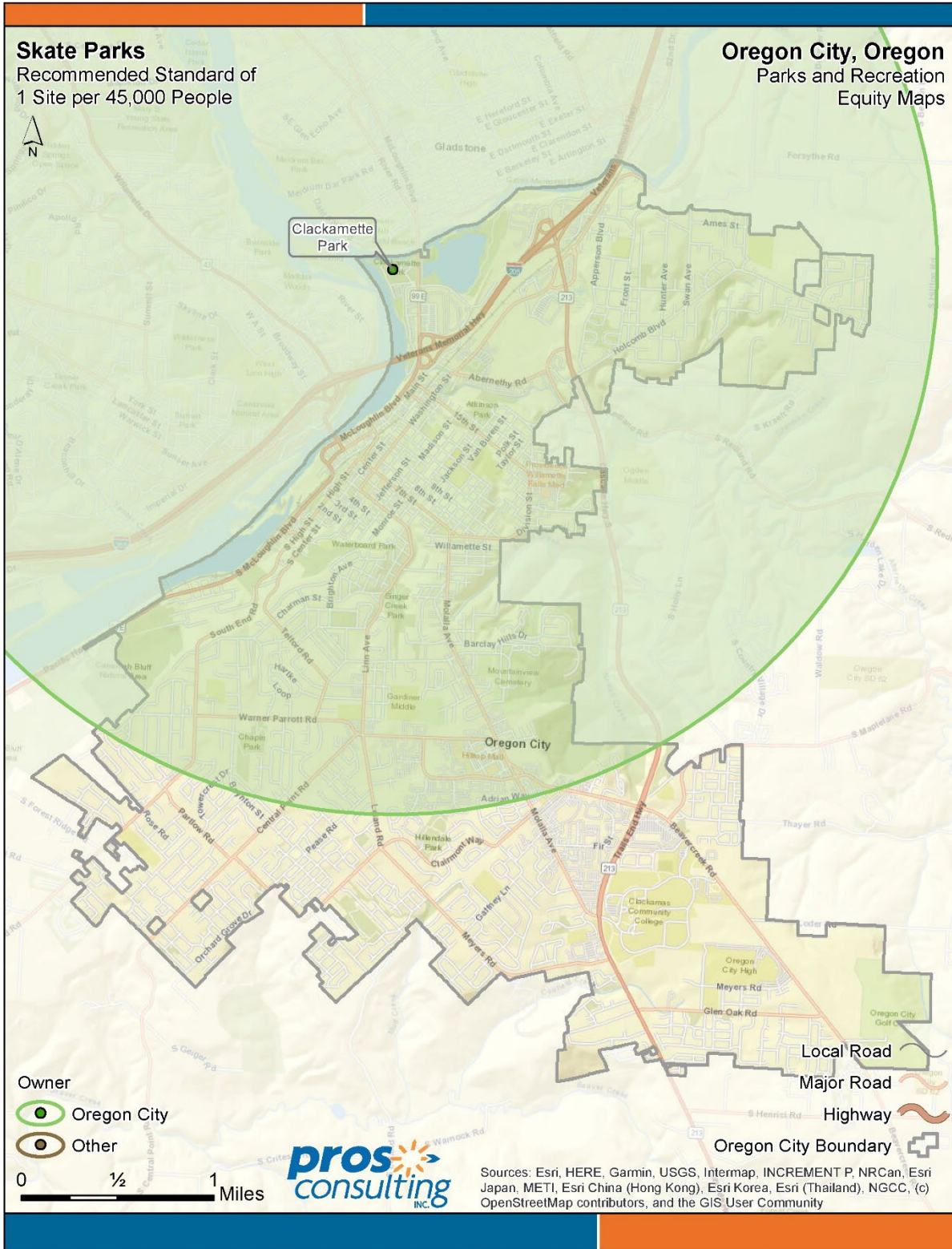


Figure 67: Skate Parks Map

4.2.15 SPECIALTY PARKS

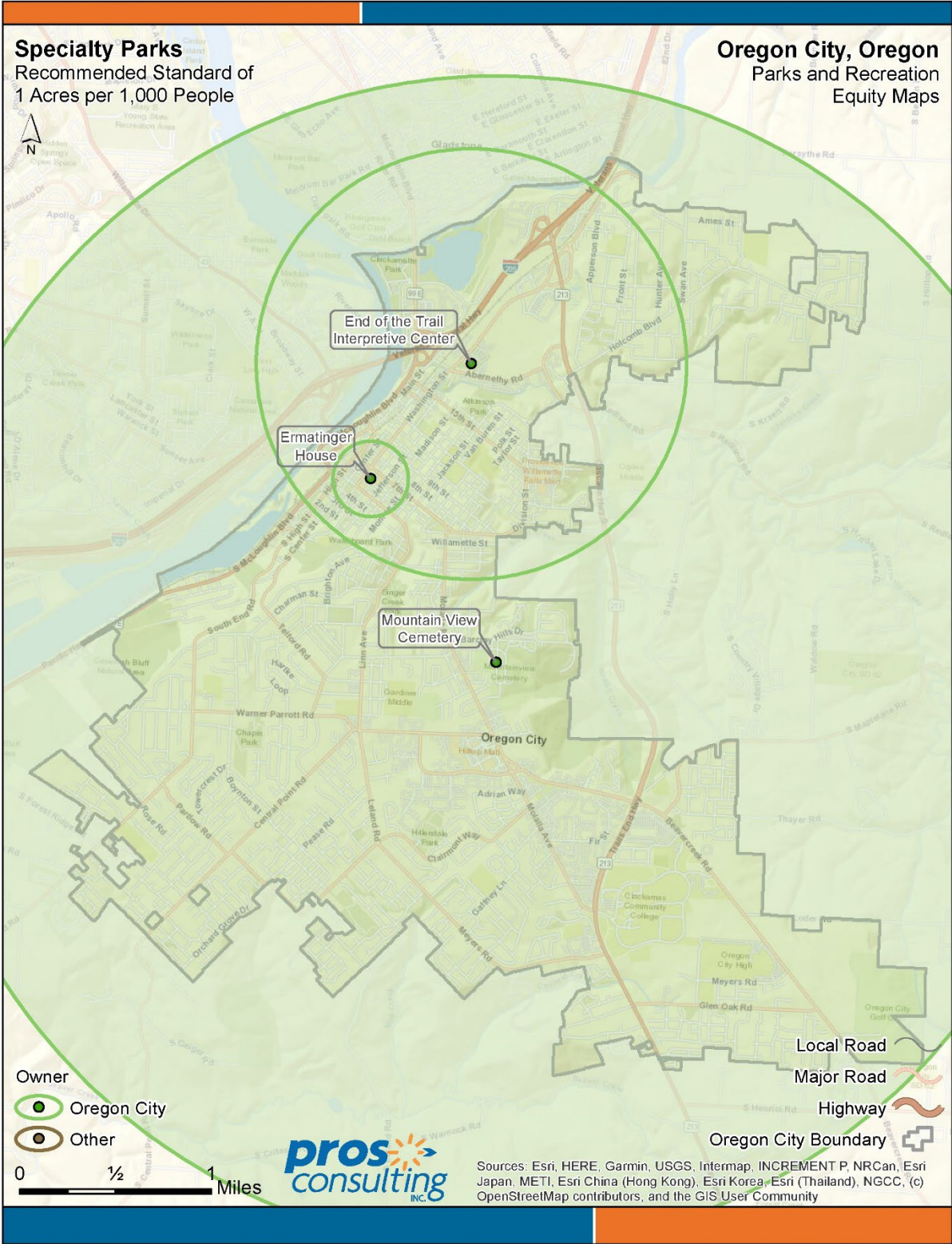


Figure 68: Specialty Parks Map



4.2.16 SPLASH PADS

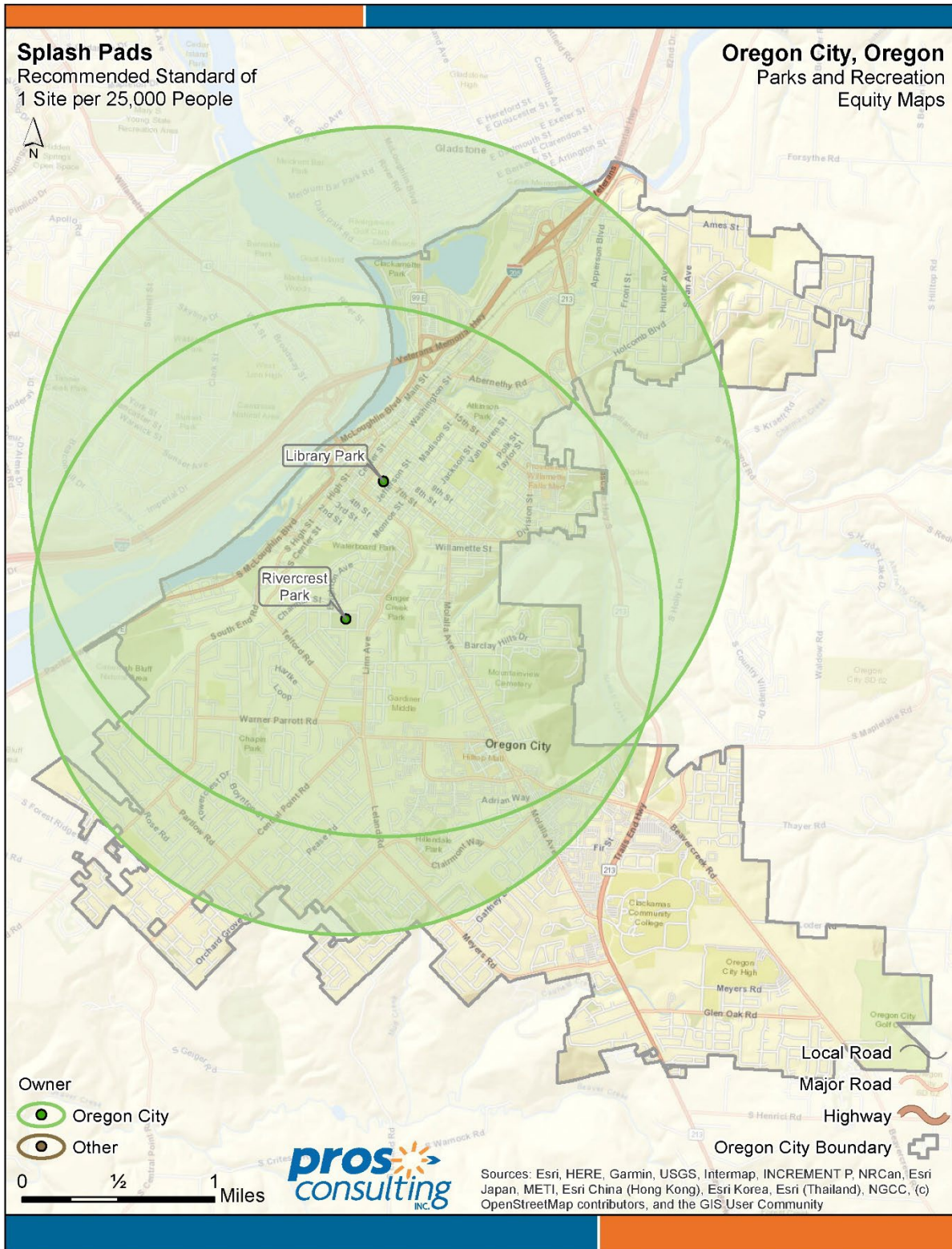


Figure 69: Splash Pads Map

4.2.17 TENNIS COURTS

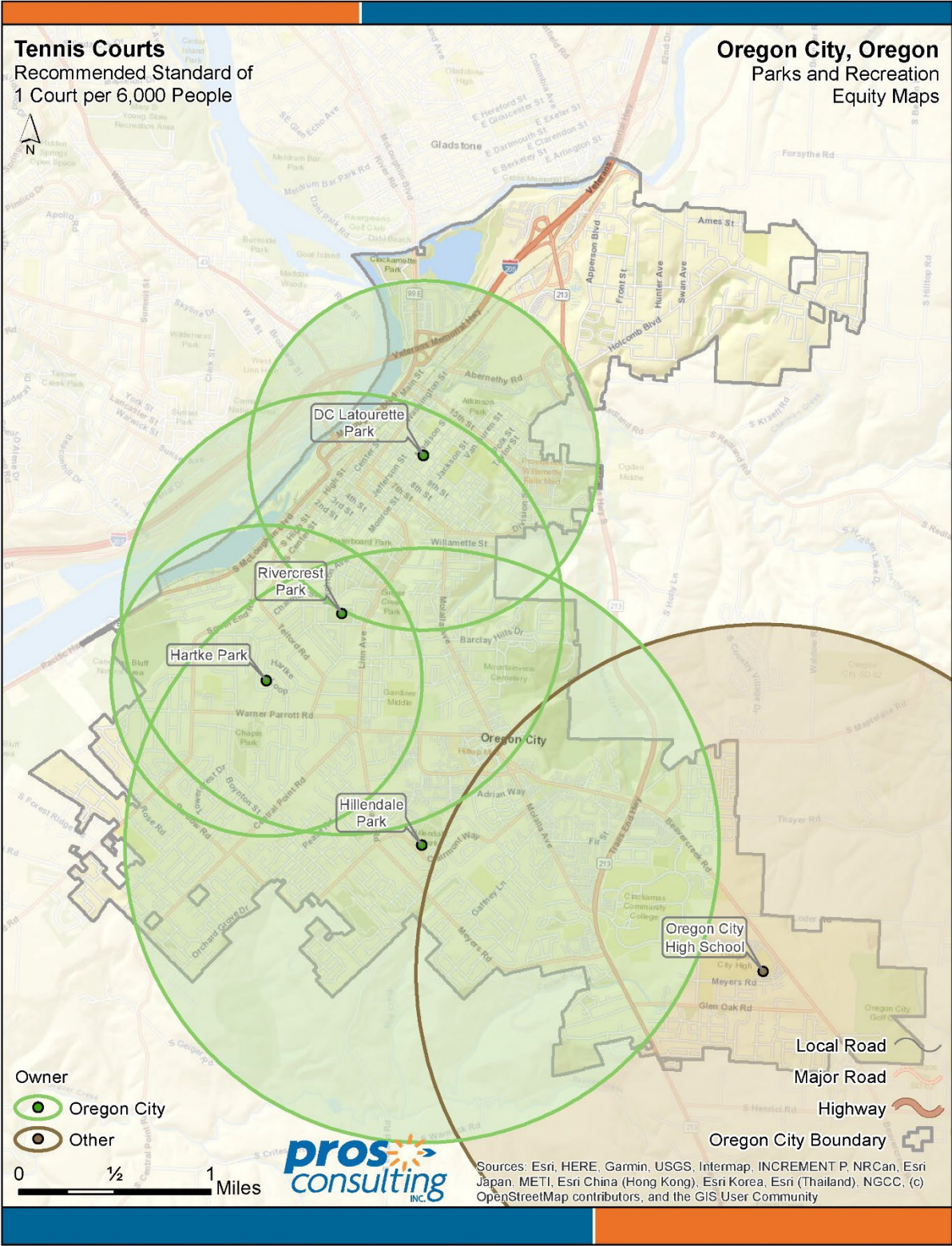


Figure 70: Tennis Courts Map



4.2.18 TRAILS (PAVED & UNPAVED)

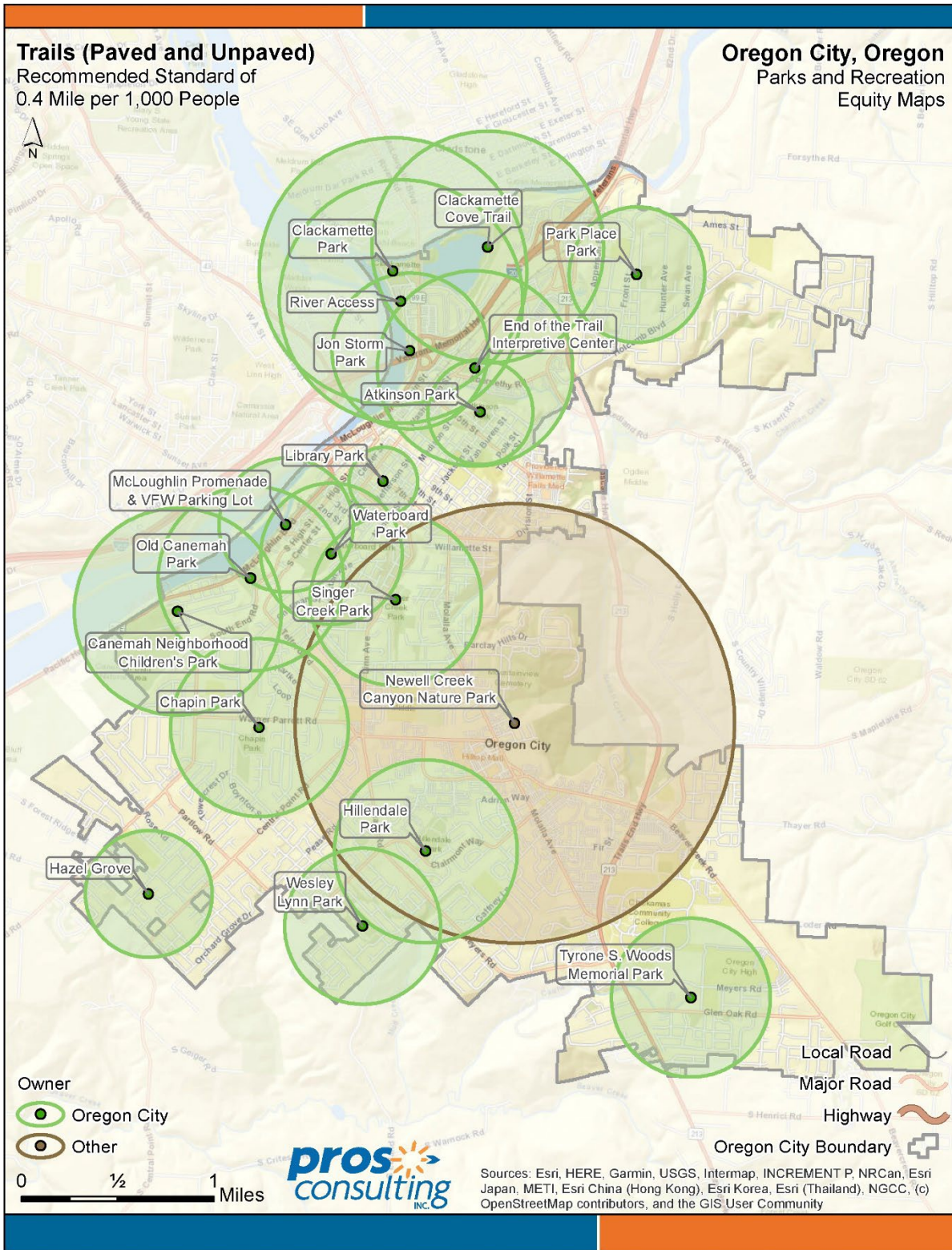


Figure 71: Trails Map

4.2.19 UNFENCED DOG PARKS

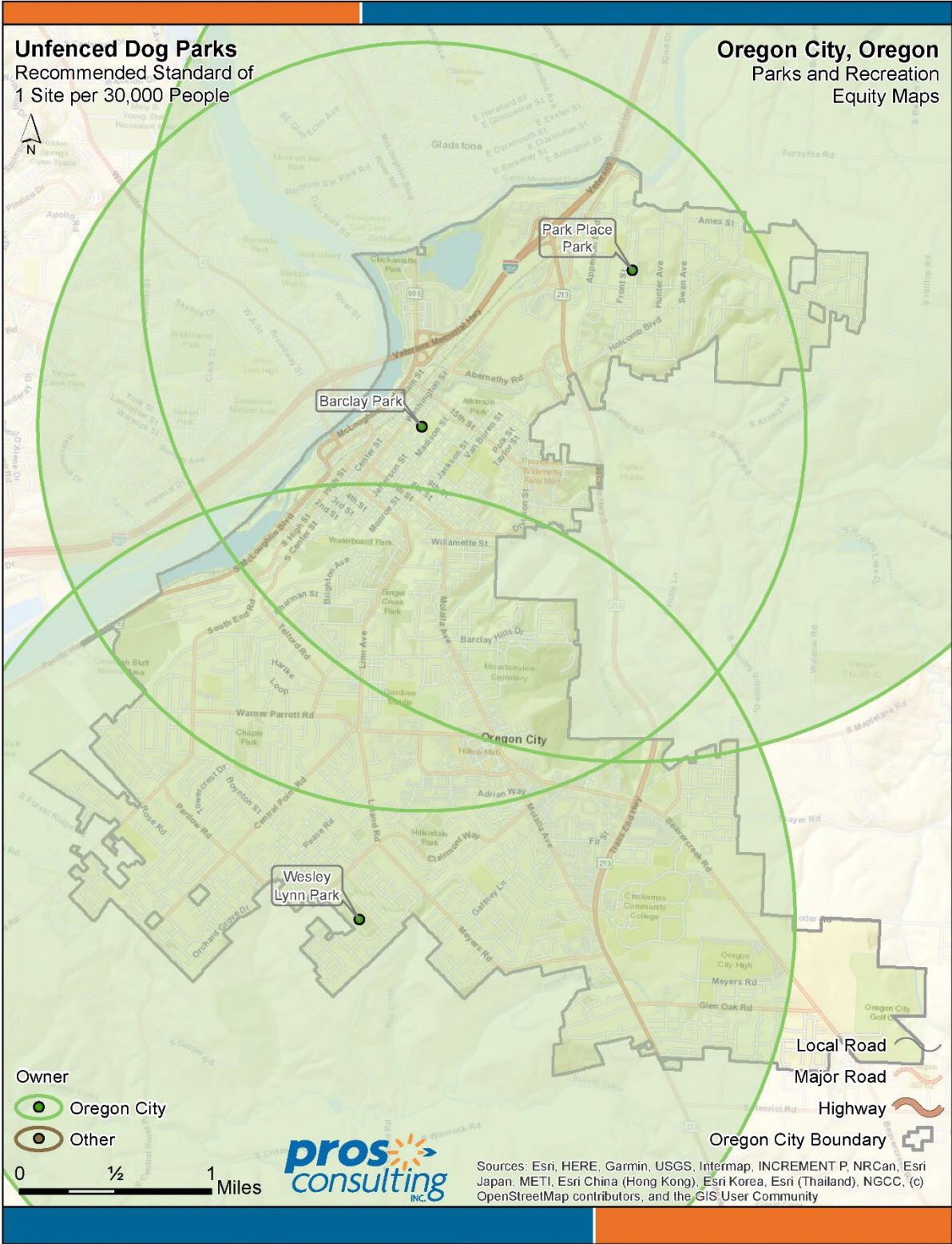


Figure 72: Unfenced Dog Parks Map



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.

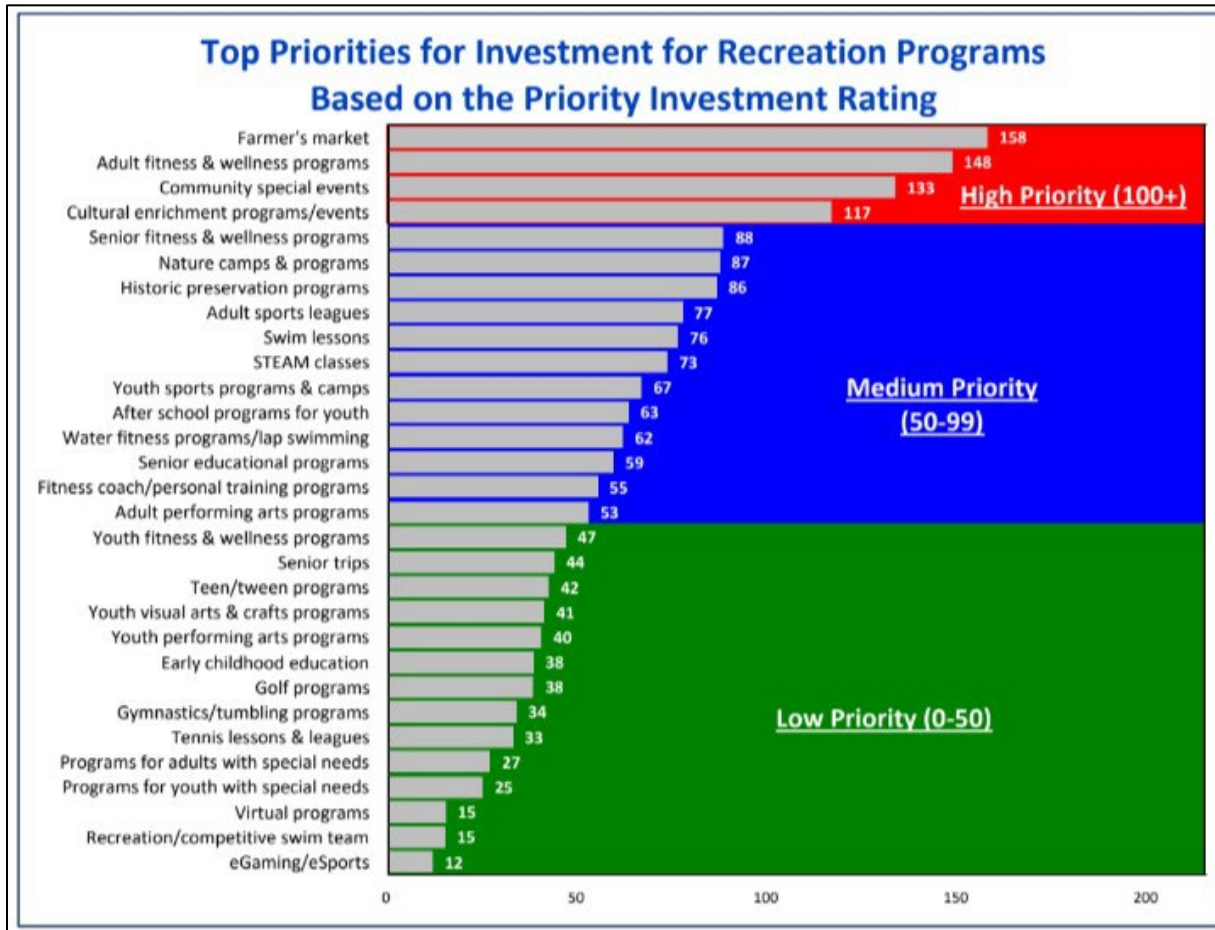


Figure 74: Top Priorities for Program Investment Based on PIR



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%	
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.

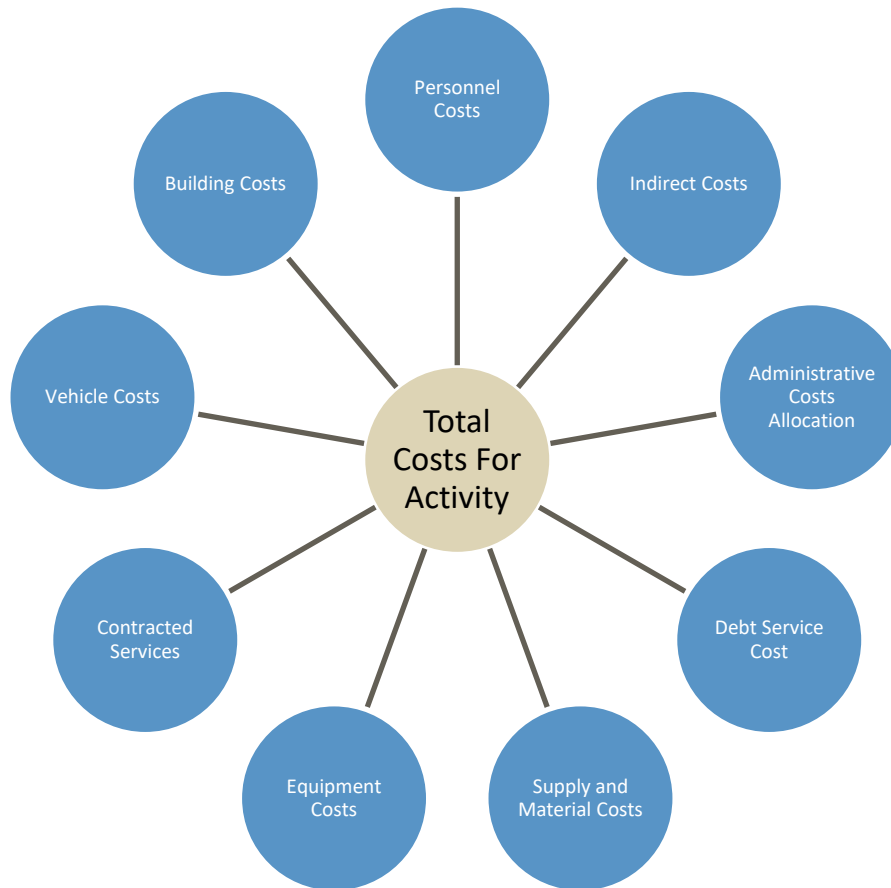


Figure 79: Total Costs for Activity

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

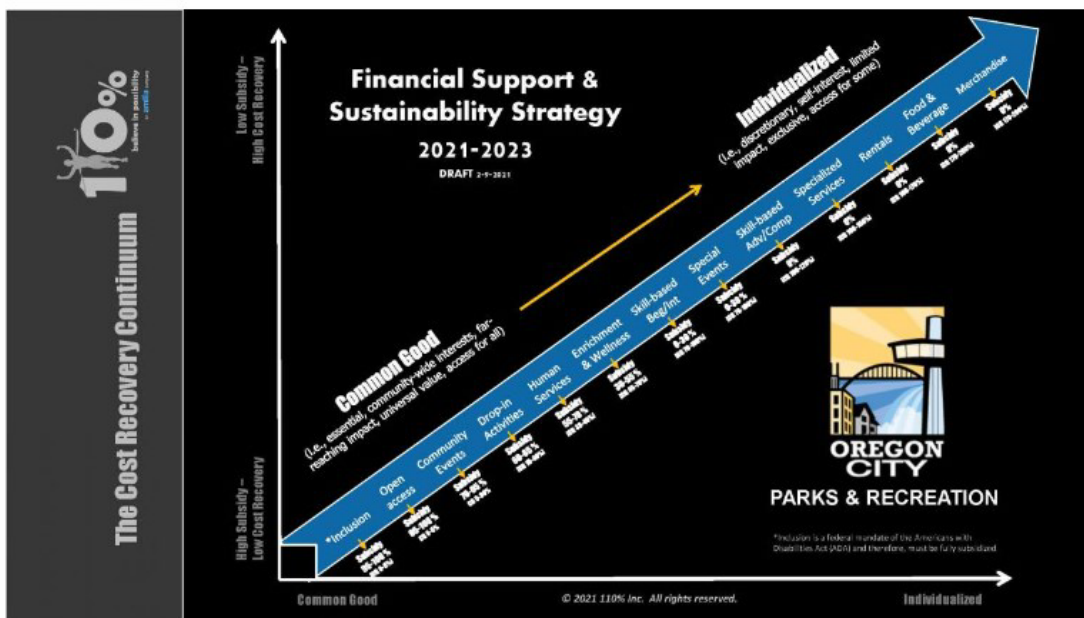


Figure 8: Oregon City Cost Recovery Model

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.

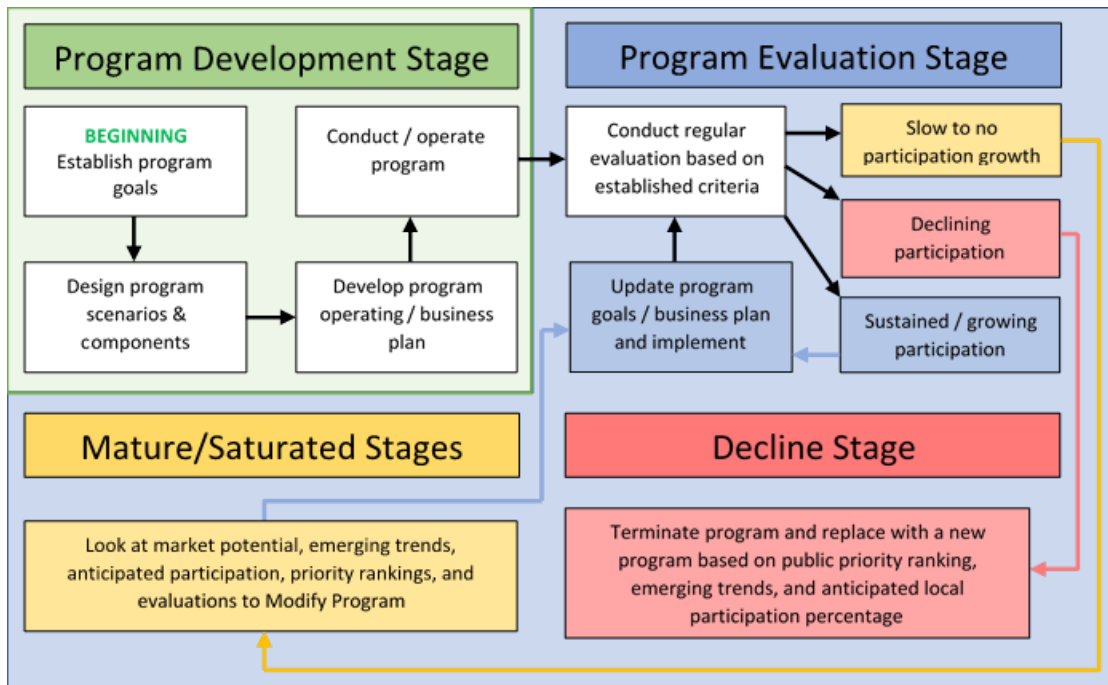


Figure 82: Evaluation Cycle with Program Lifecycle Logic Matrix

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.

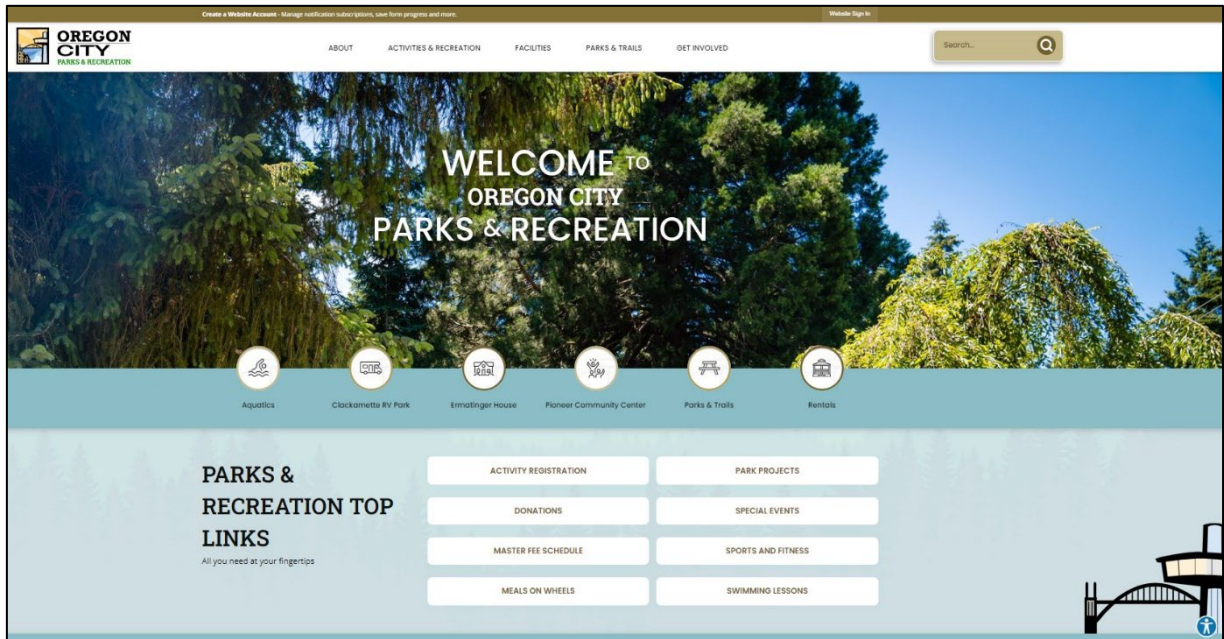


Figure 83: Oregon City Parks and Recreation Department Homepage

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

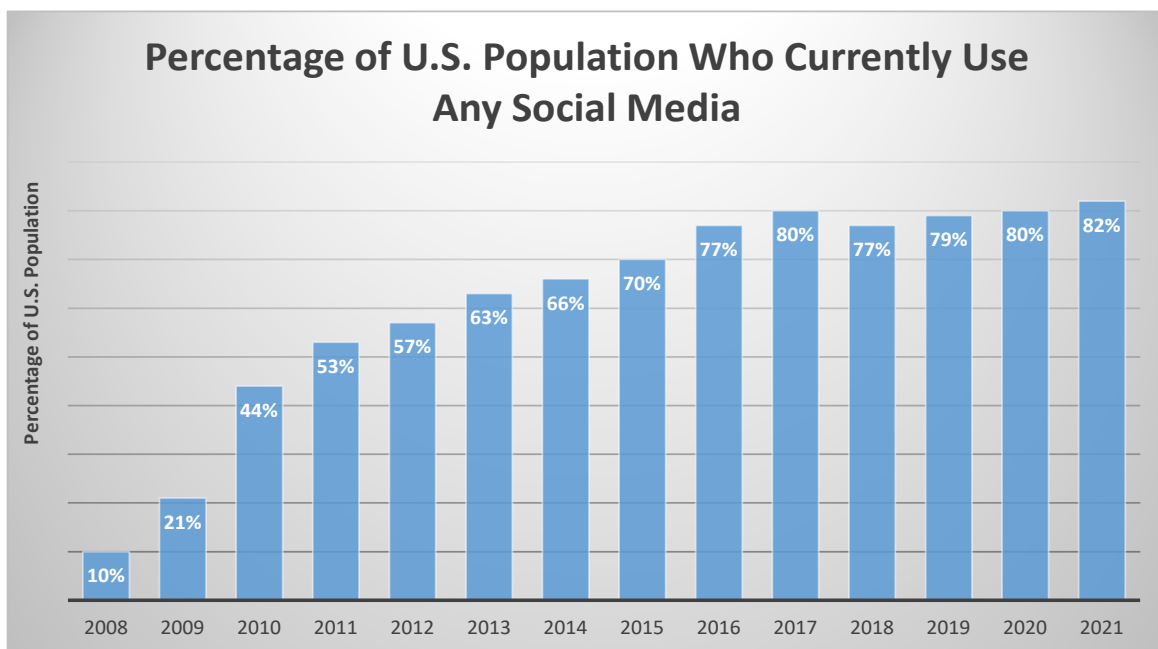


The key to successful implementation of a social network is to move participants from awareness to action and creating greater user engagement. This could be done by:

- 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.

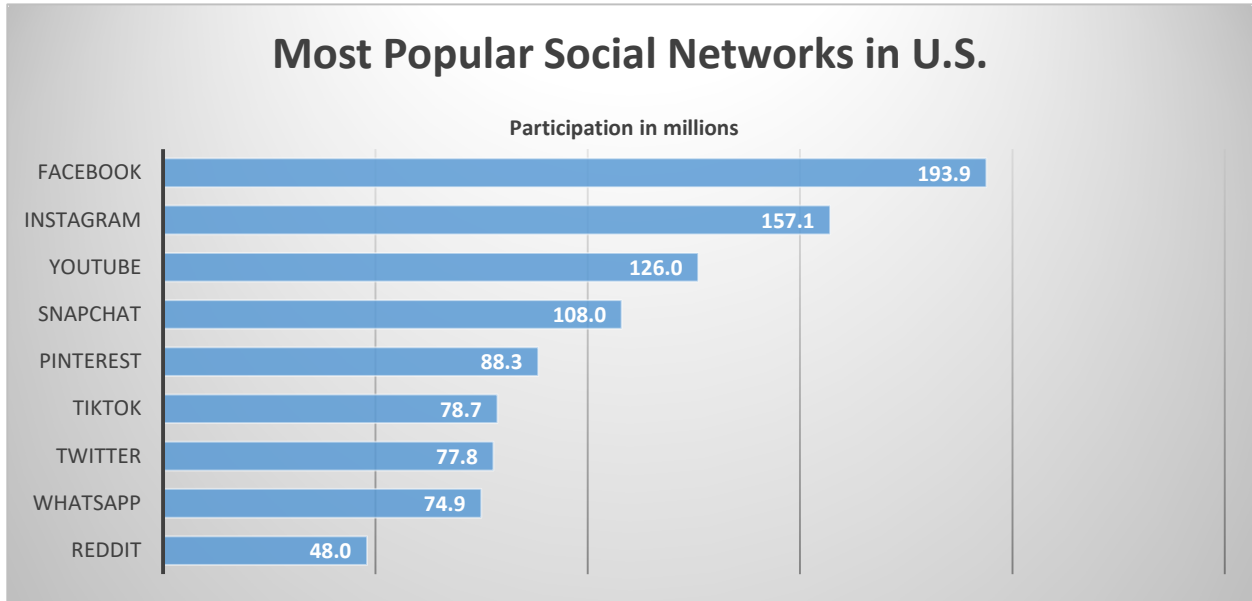


Source: <https://www.statista.com>

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.

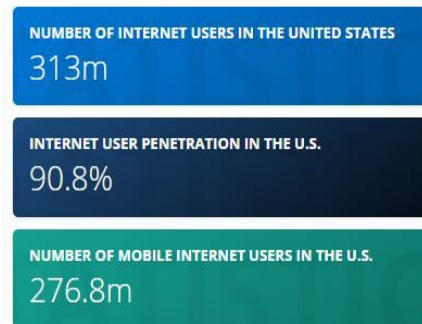


Source: [www. https://www.statista.com](https://www.statista.com)

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>

MANGEMENT TEAM

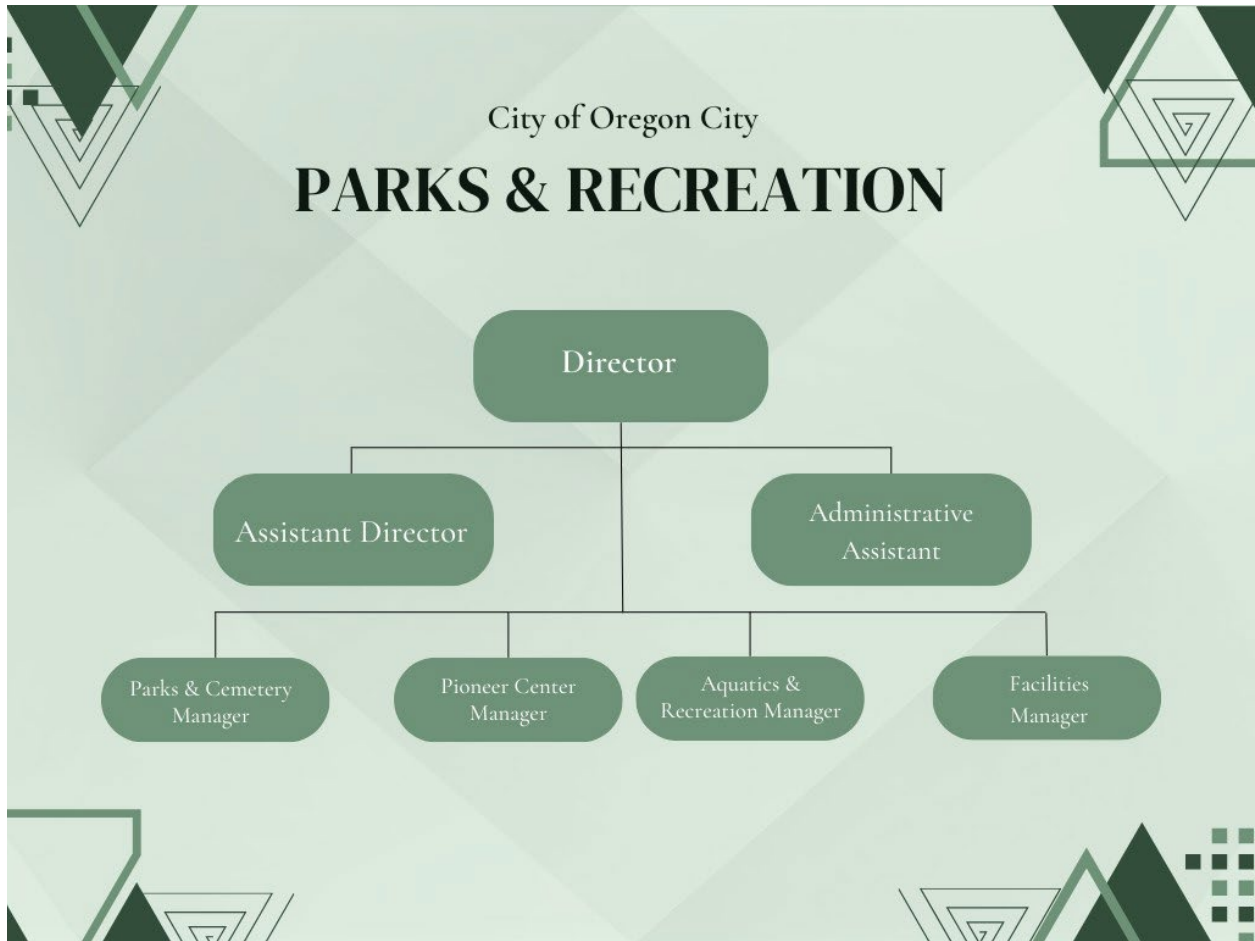


Figure 87: Management Team Org Chart

AQUATICS & RECREATION ORG CHART

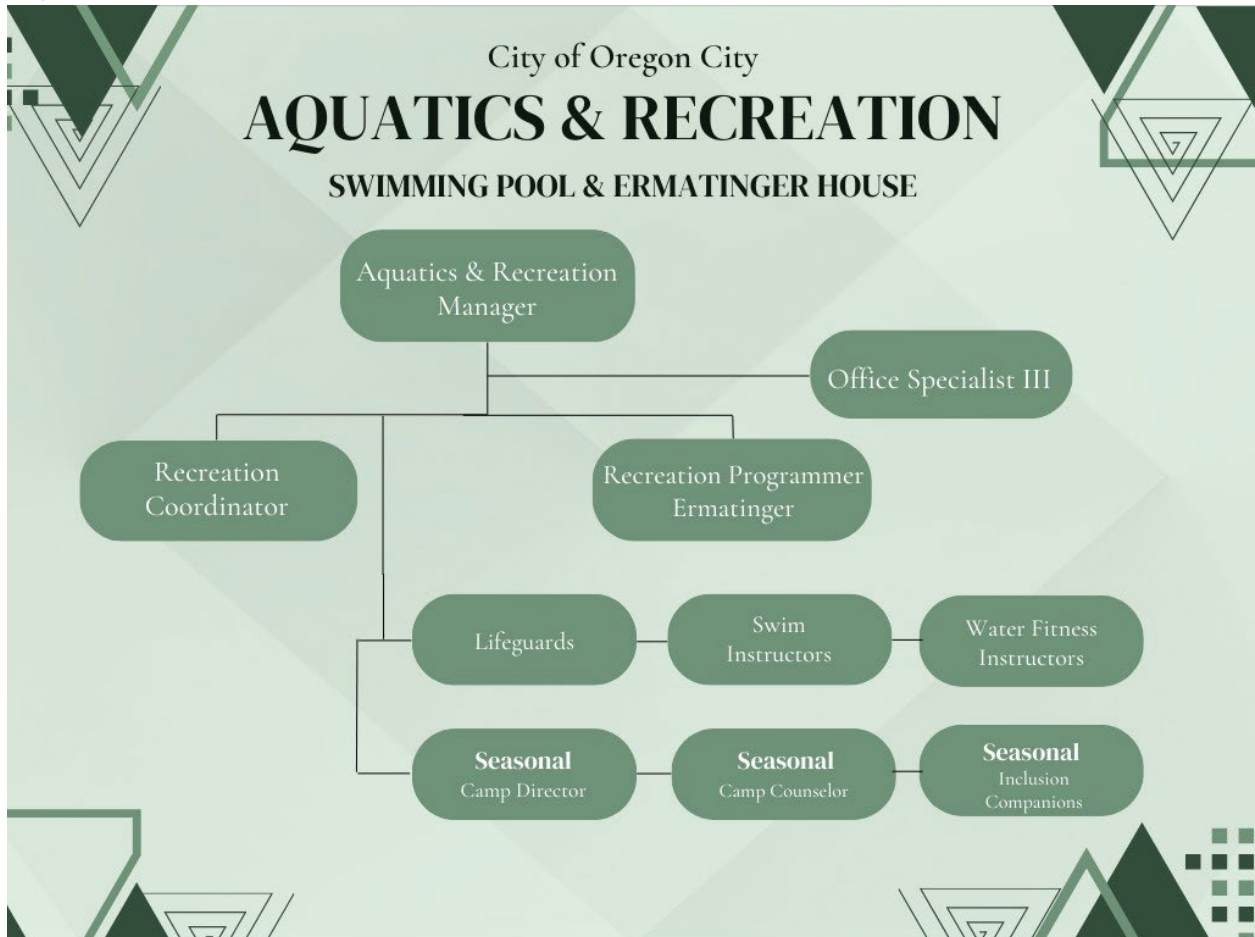


Figure 88: Aquatics & Recreation Org Chart

FACILITIES ORG CHART

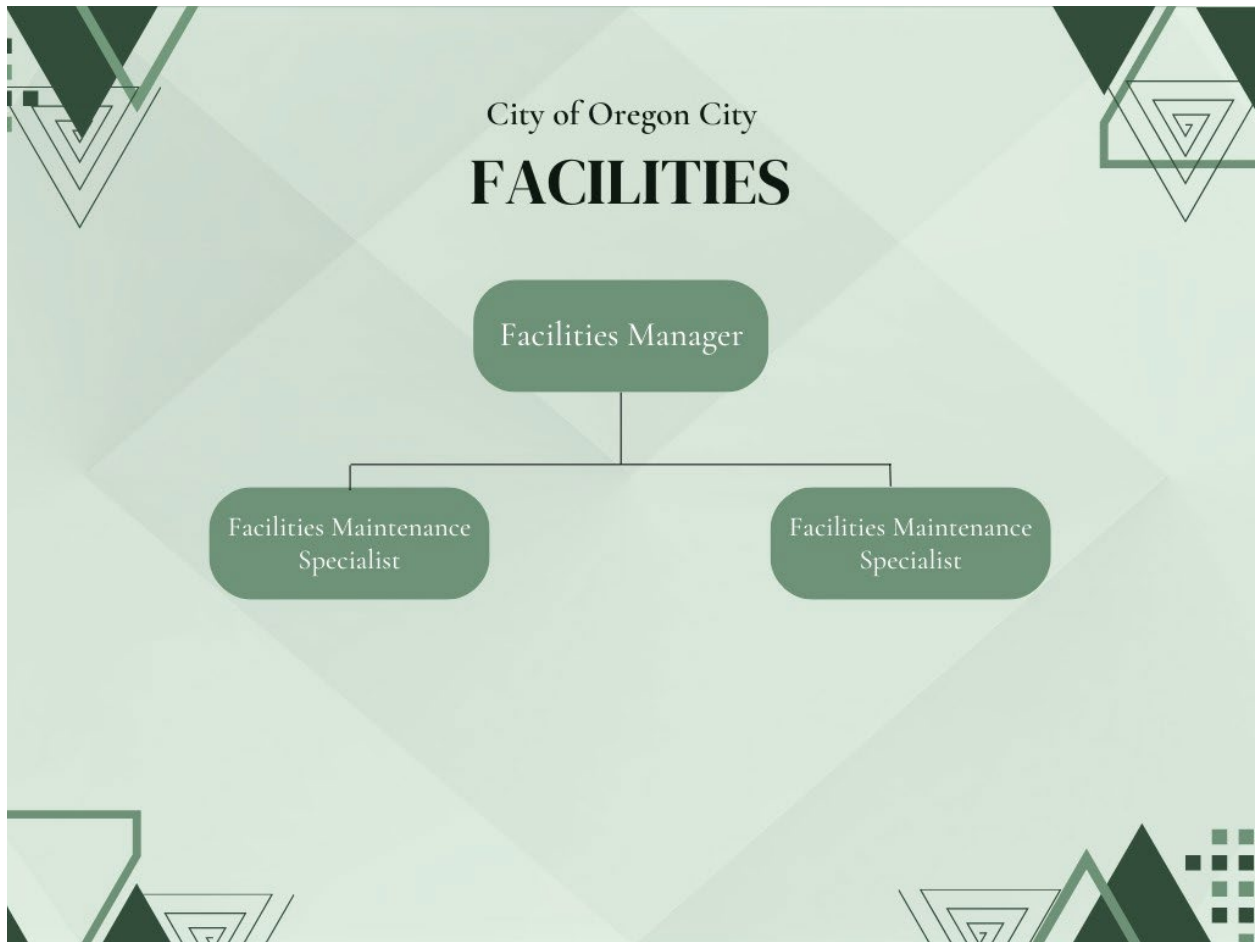


Figure 89: Facilities Org Chart

PARKS & CEMETERY ORG CHART

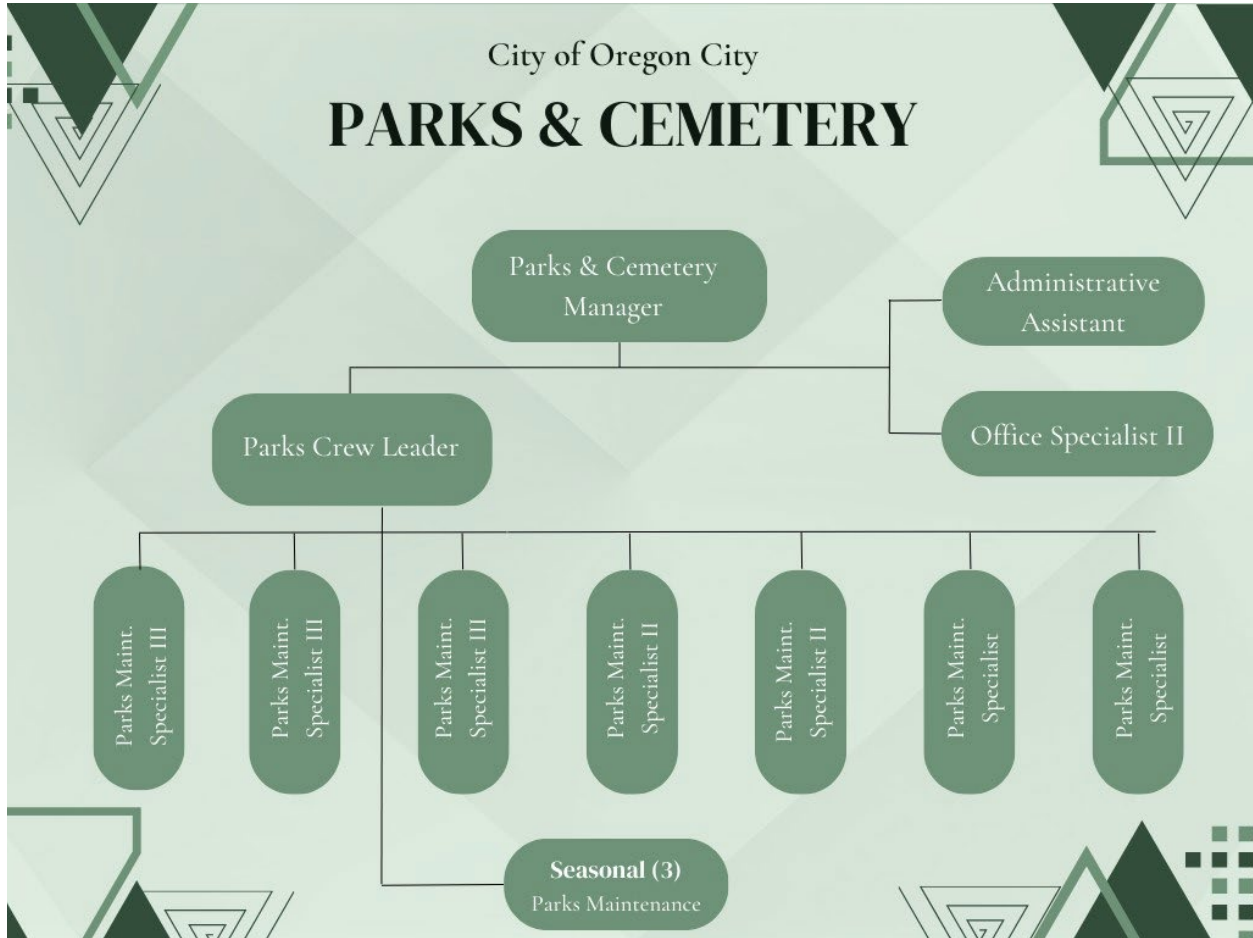


Figure 90: Parks & Cemetery Org Chart

PIONEER CENTER ORG CHART

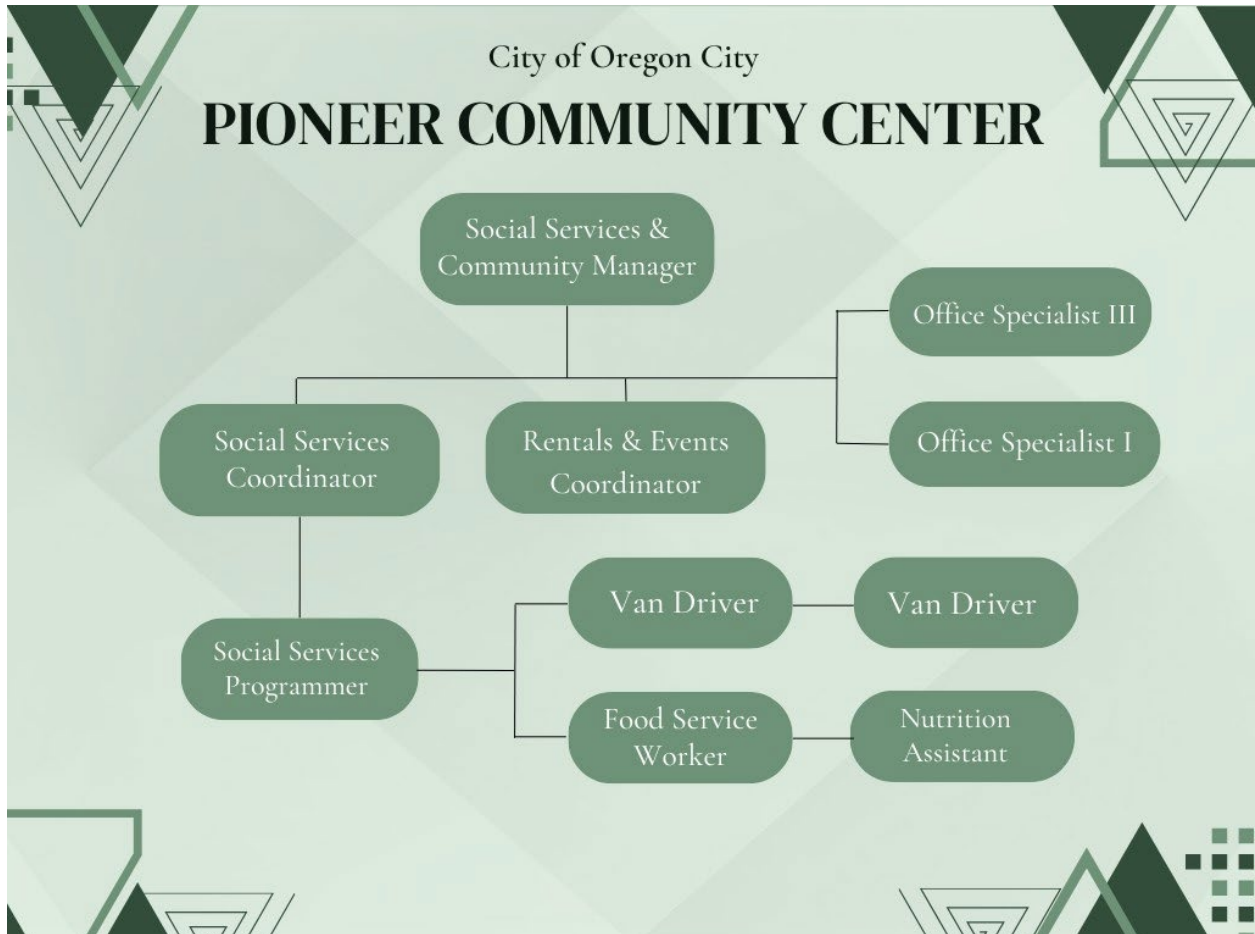


Figure 91: Pioneer Center Org Chart

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 12: RESPONSIBILITIES OF PARK AND RECREATION STAFF (AVERAGE PERCENTAGE DISTRIBUTION OF AGENCY FULL-TIME EQUIVALENTS (FTEs))

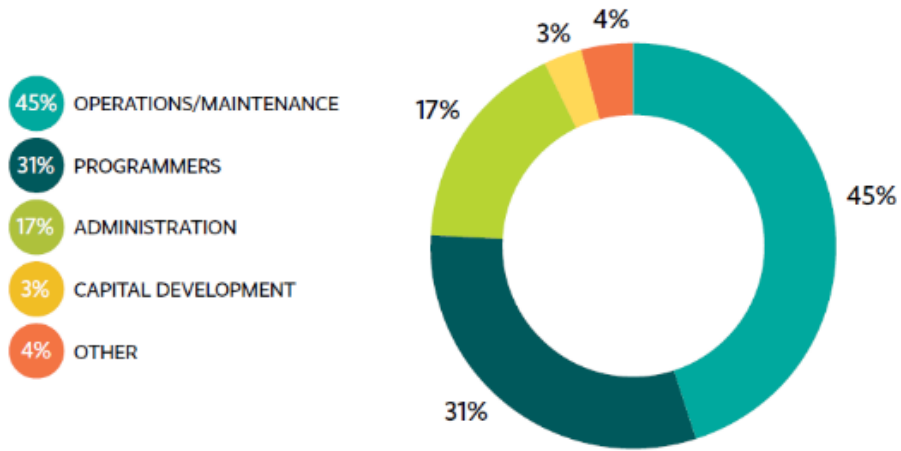


Figure 92: NRPA Responsibilities of Park and Recreation Staff

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
NRPA 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)

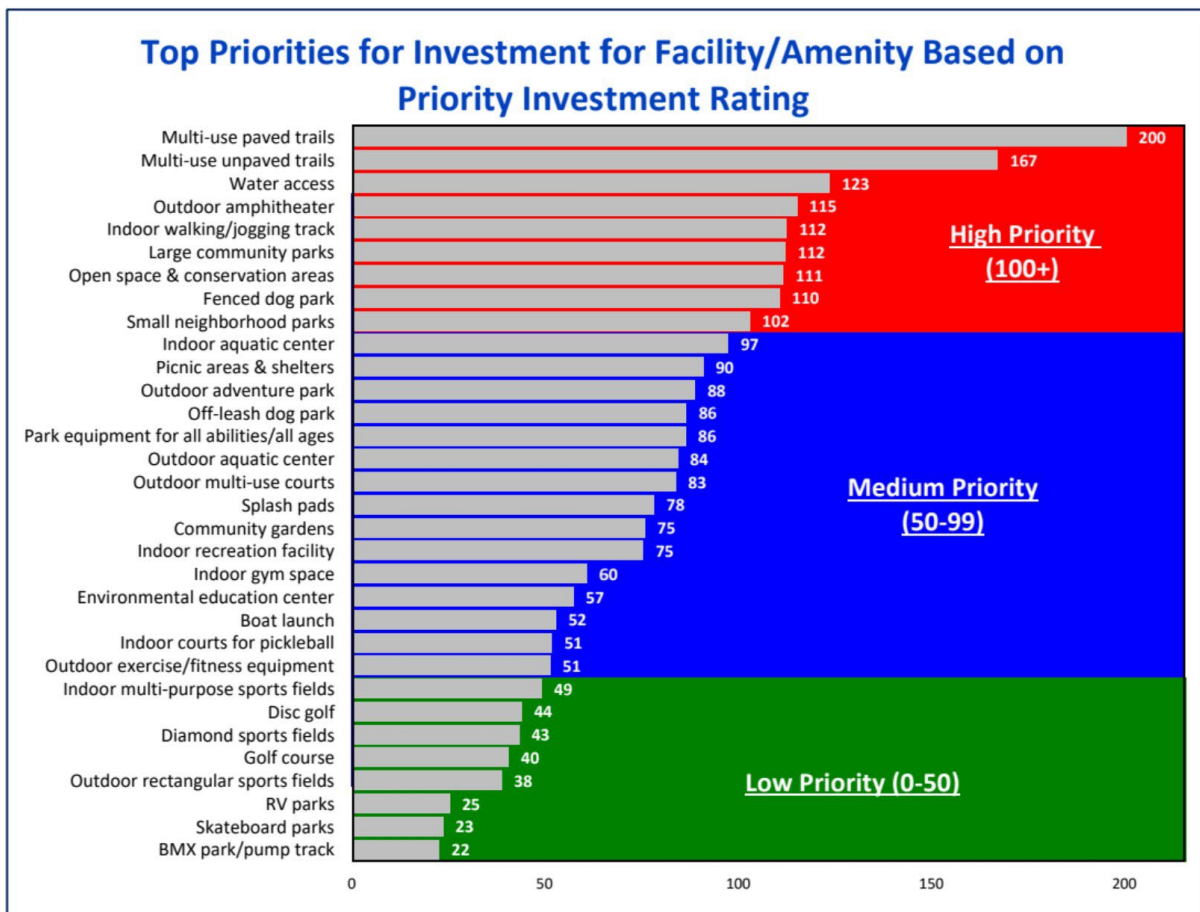


Figure 110: Priority Investment Rating - Facilities



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)

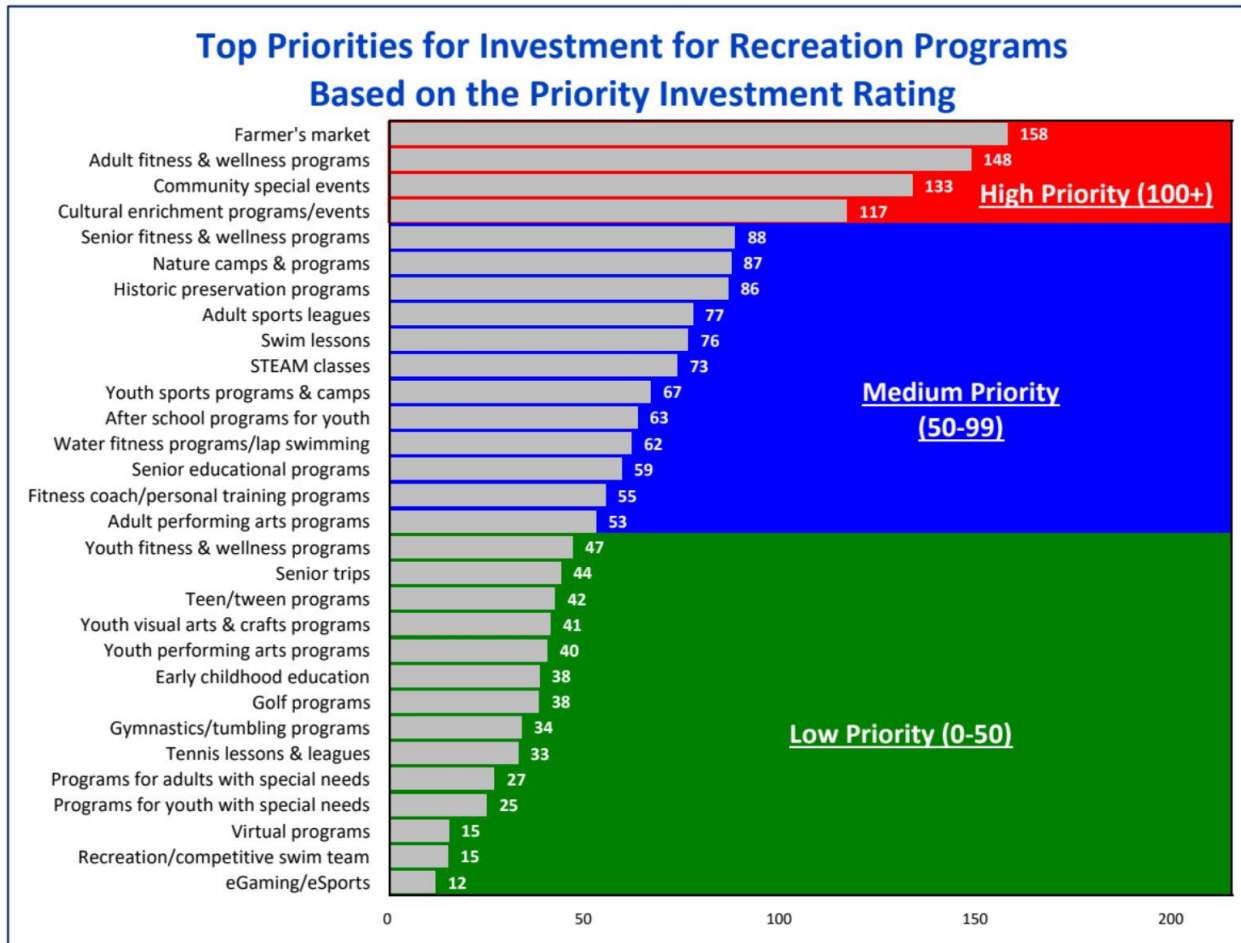


Figure 111: Priority Investment Rating - Recreation Programs

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:

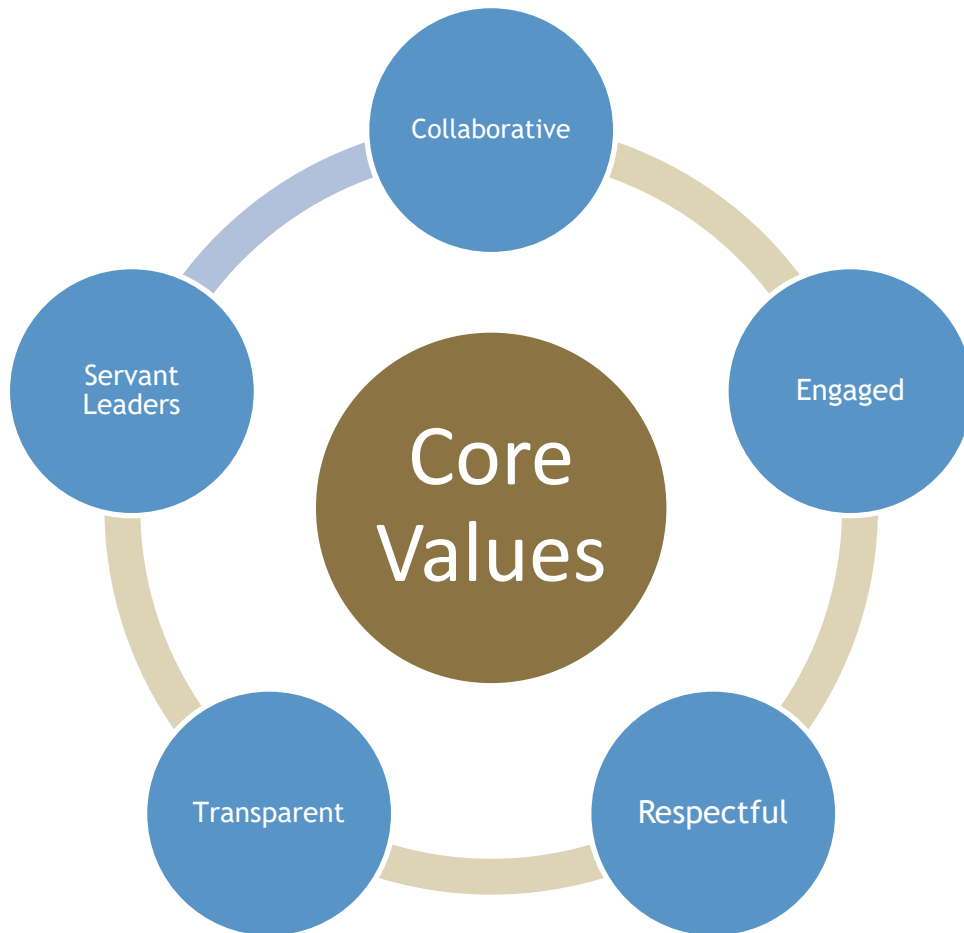


Figure 112: Department Core Values



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 Promenade - 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			
Clairmont 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%)	Mostly Casual Participants (greater than 75%)



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%)	Mostly Casual Participants (greater than 75%)

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%)	Mostly Casual Participants (greater than 75%)

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%)	Mostly Casual Participants (greater than 75%)



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%)

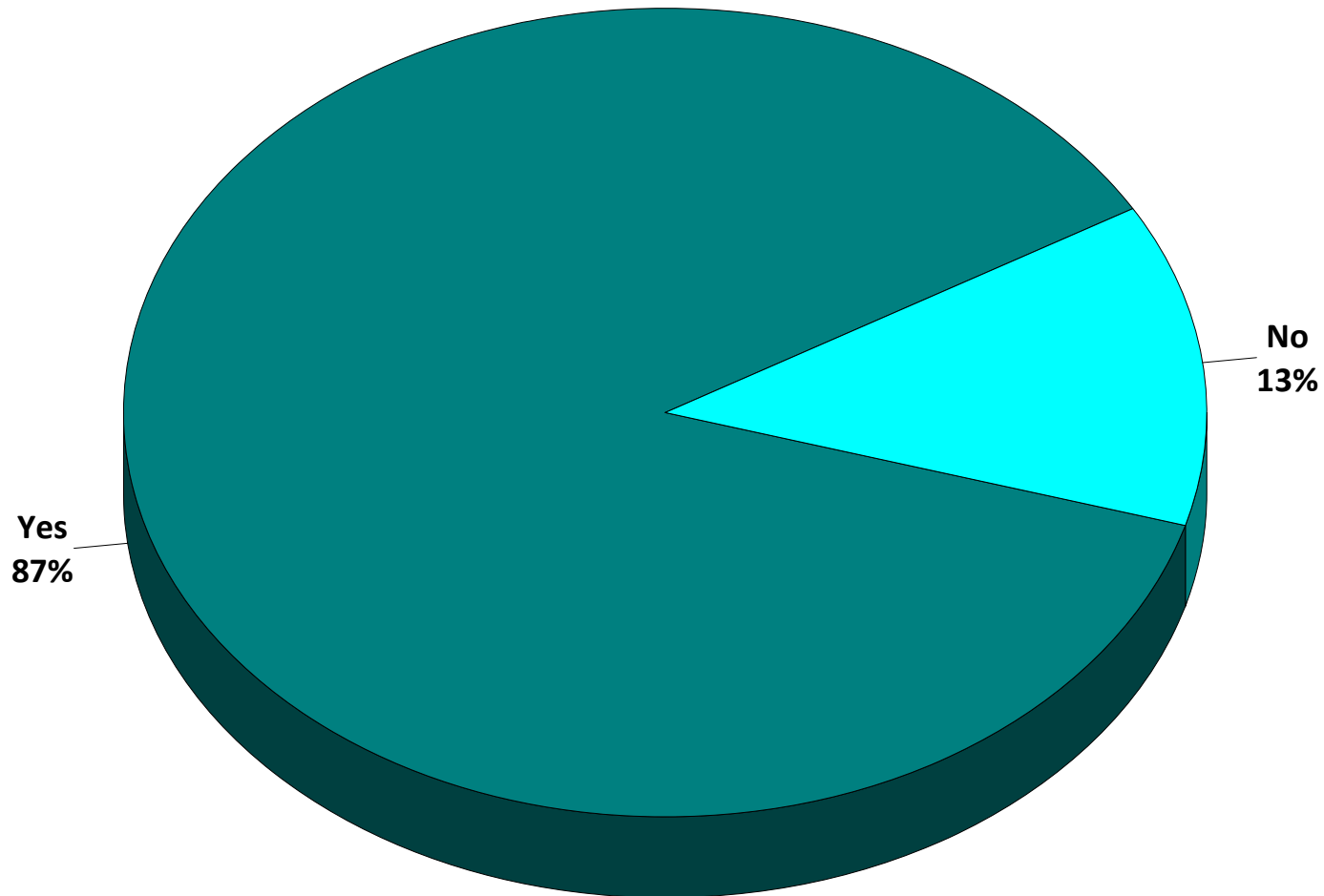


APPENDIX C: ETC STATISTICALLY VALID SURVEY CHARTS AND GRAPHS

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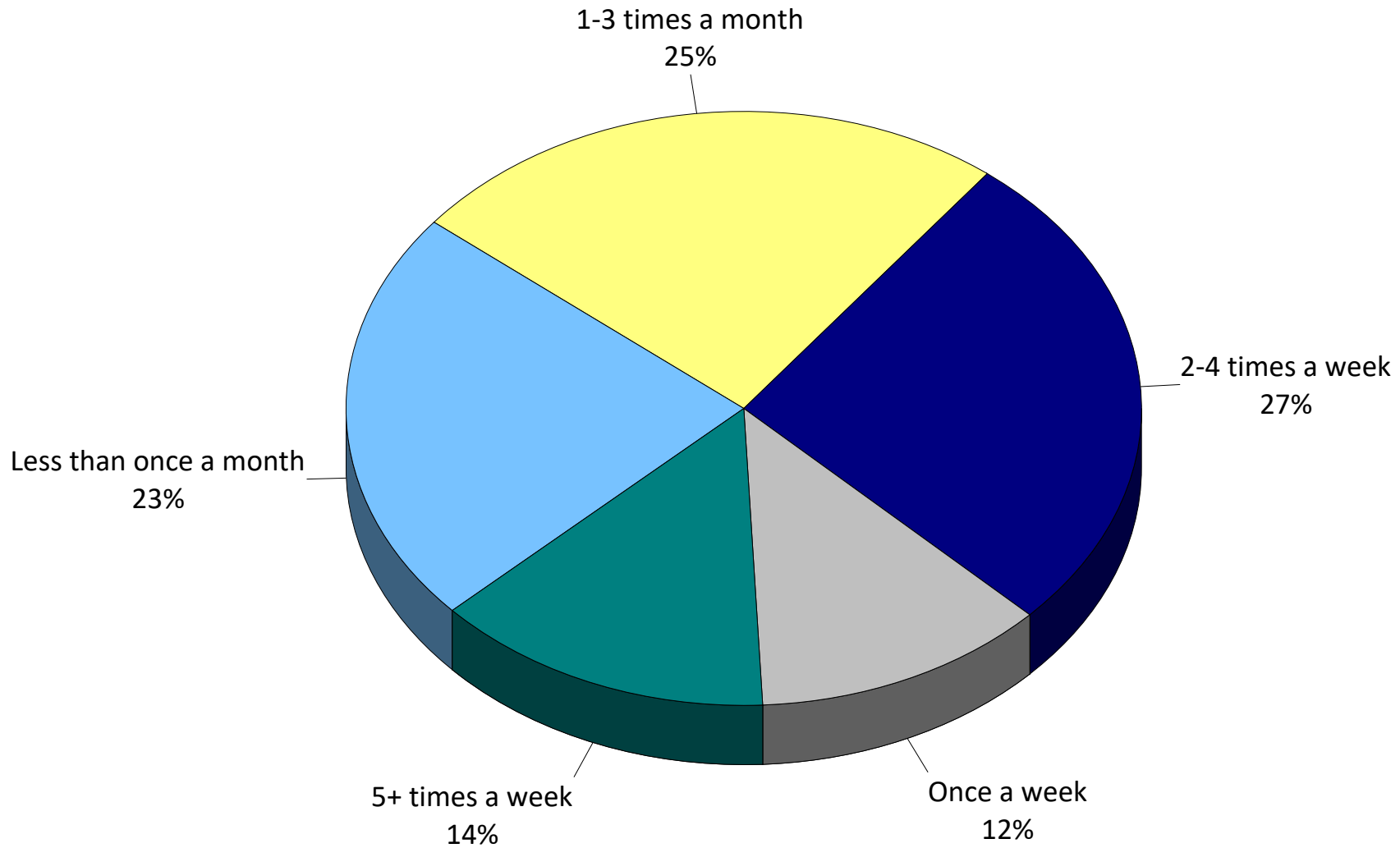
Q1. Have you or any member of your household visited any City of Oregon City parks or recreation facilities during the past 12 months?

by percentage of respondents



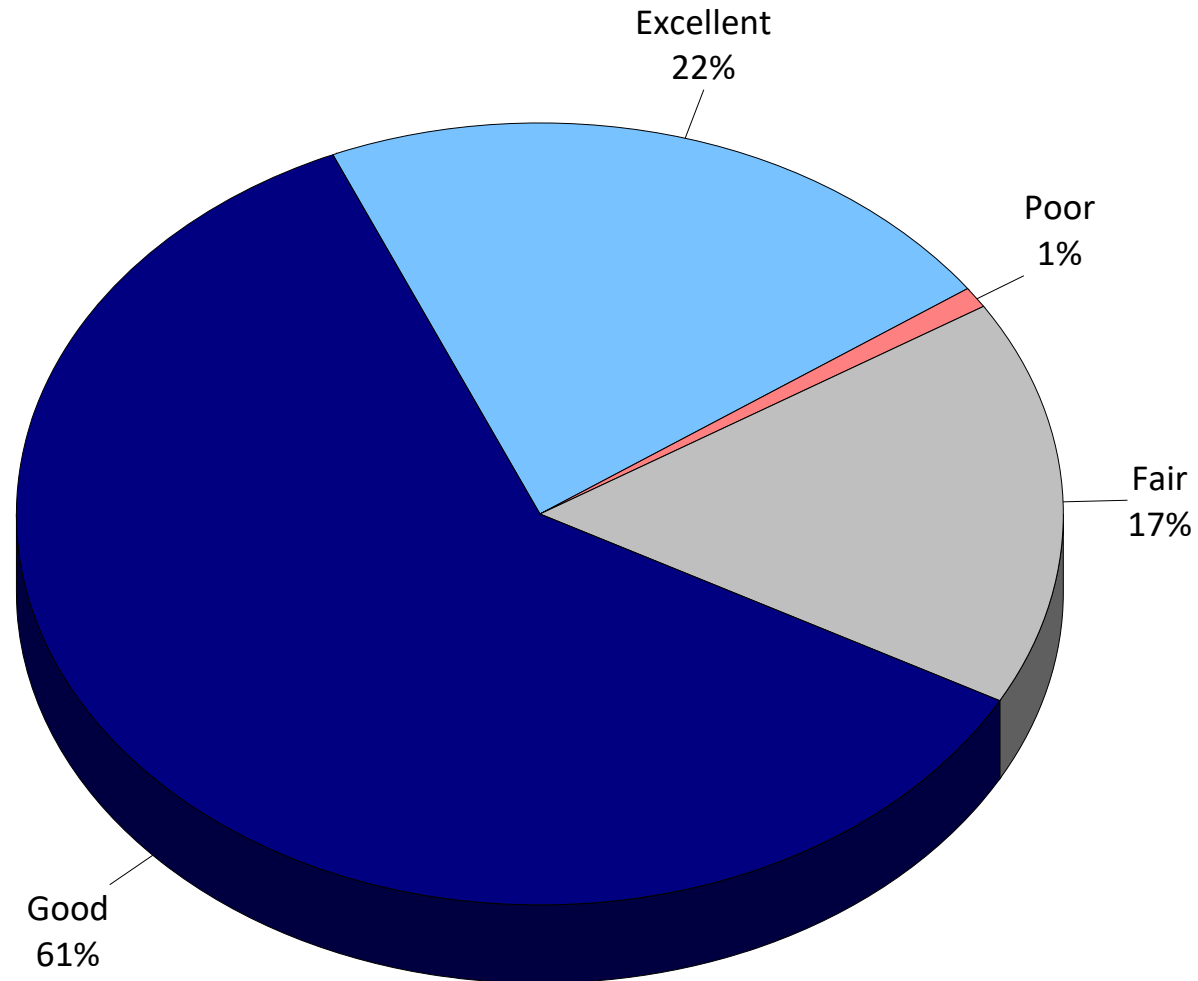
Q1a. How often have you visited City of Oregon City parks and/or recreation facilities during the past 12 months?

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



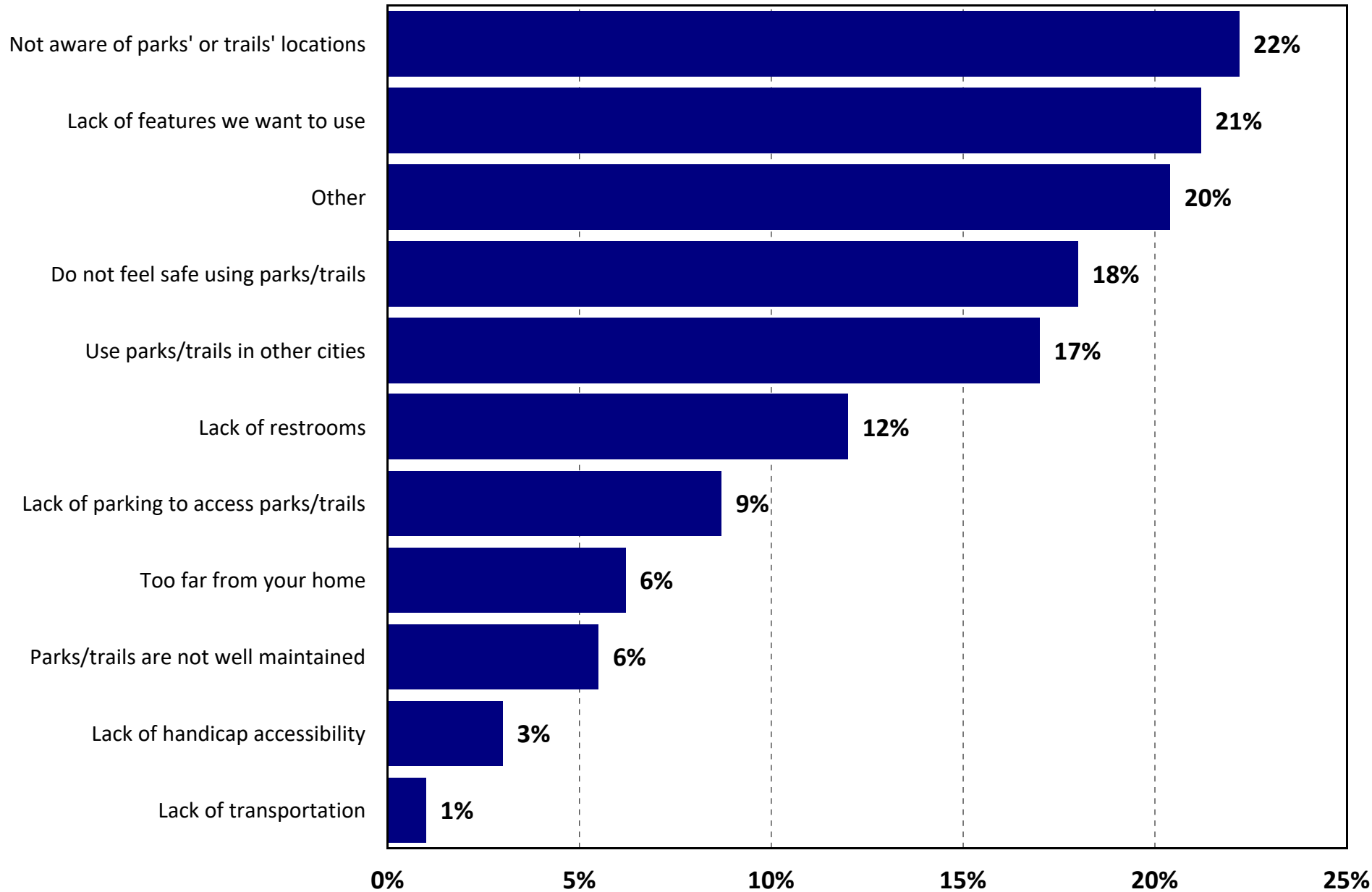
Q1b. Overall, how would you rate the physical condition of ALL the City of Oregon City parks and recreation facilities you have visited?

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



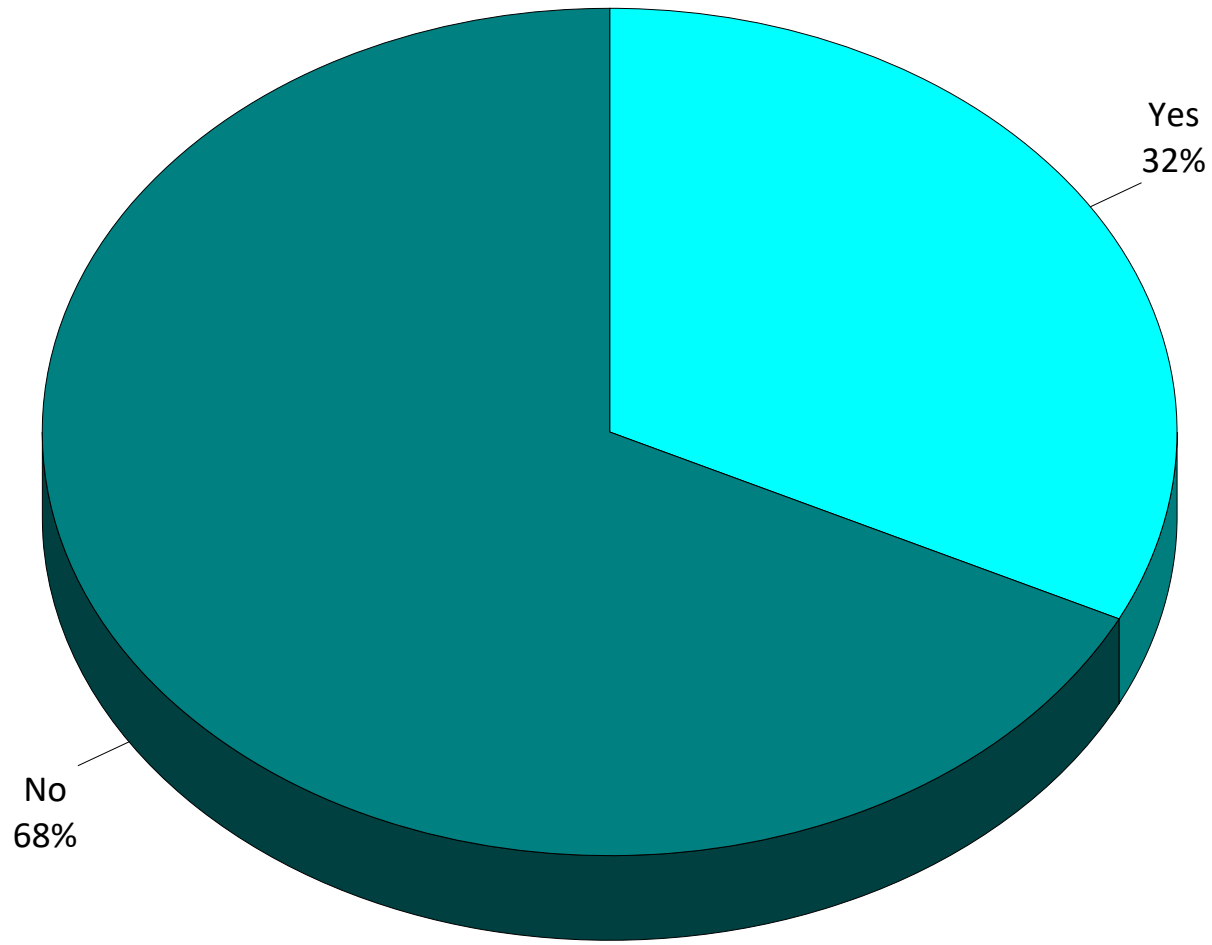
Q2. Barriers to Parks or Recreation Facilities Use

by percentage of respondents (multiple selections could be made)



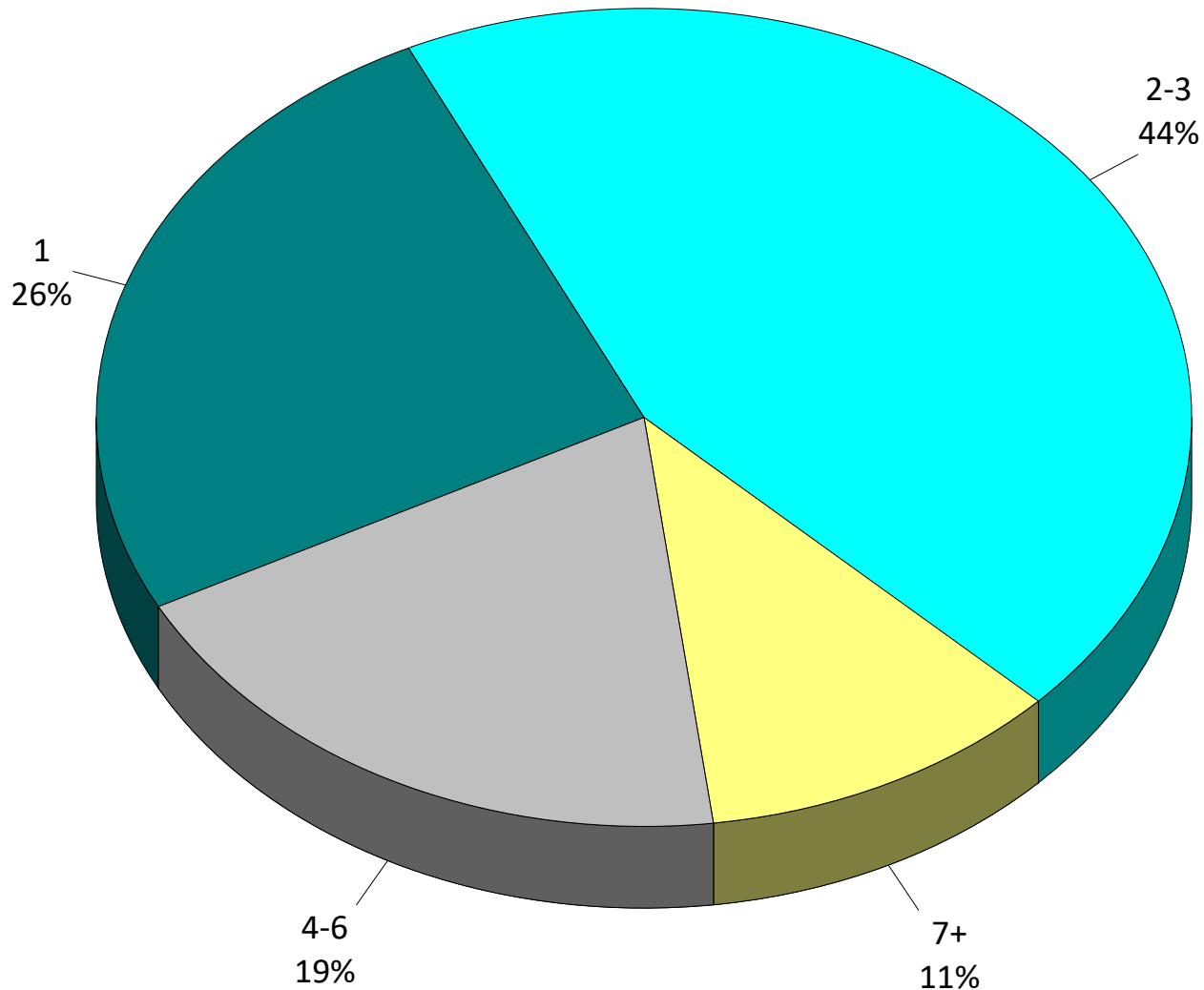
Q3. Has your household participated in any recreation programs /events offered by Oregon City Parks and Recreation during the past three years?

by percentage of respondents



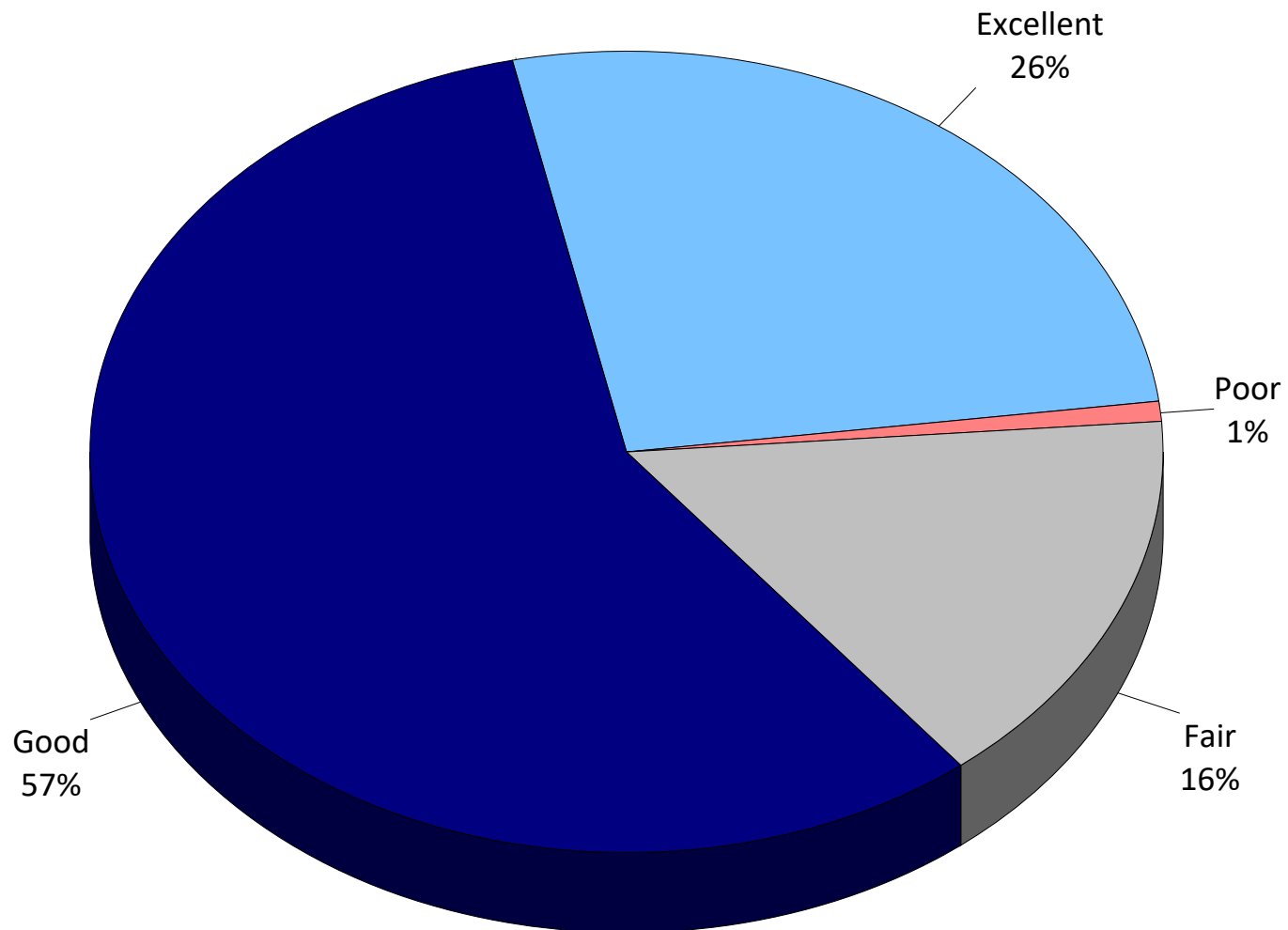
Q3a. How many recreation programs/events offered by Oregon City Parks and Recreation have you or members of your household participated in during the past three years?

by percentage of respondents who responded "Yes" to Q3



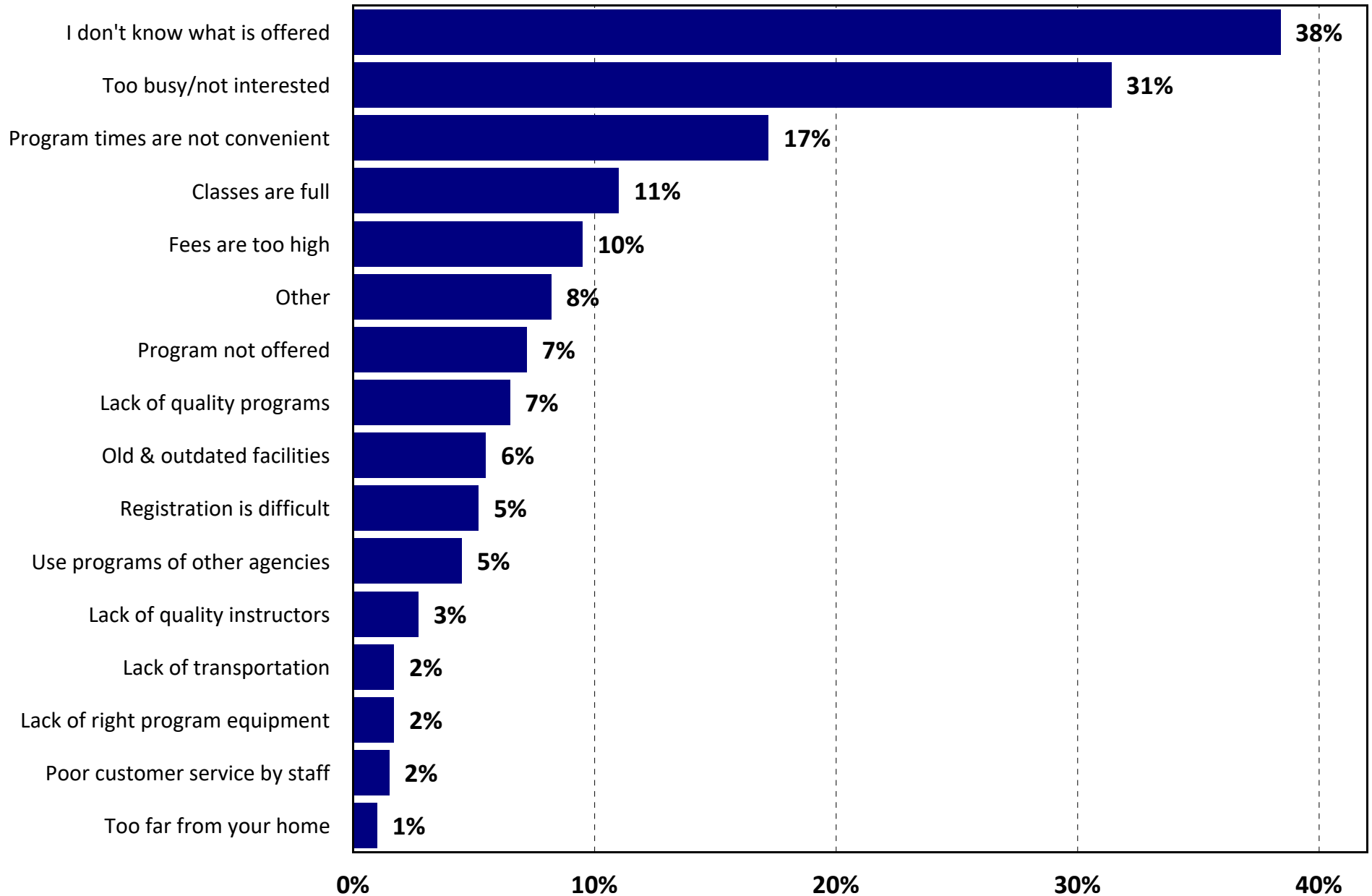
Q3b. How would you rate the overall quality of recreation programs /events offered by Oregon City Parks and Recreation in which your household has participated?

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



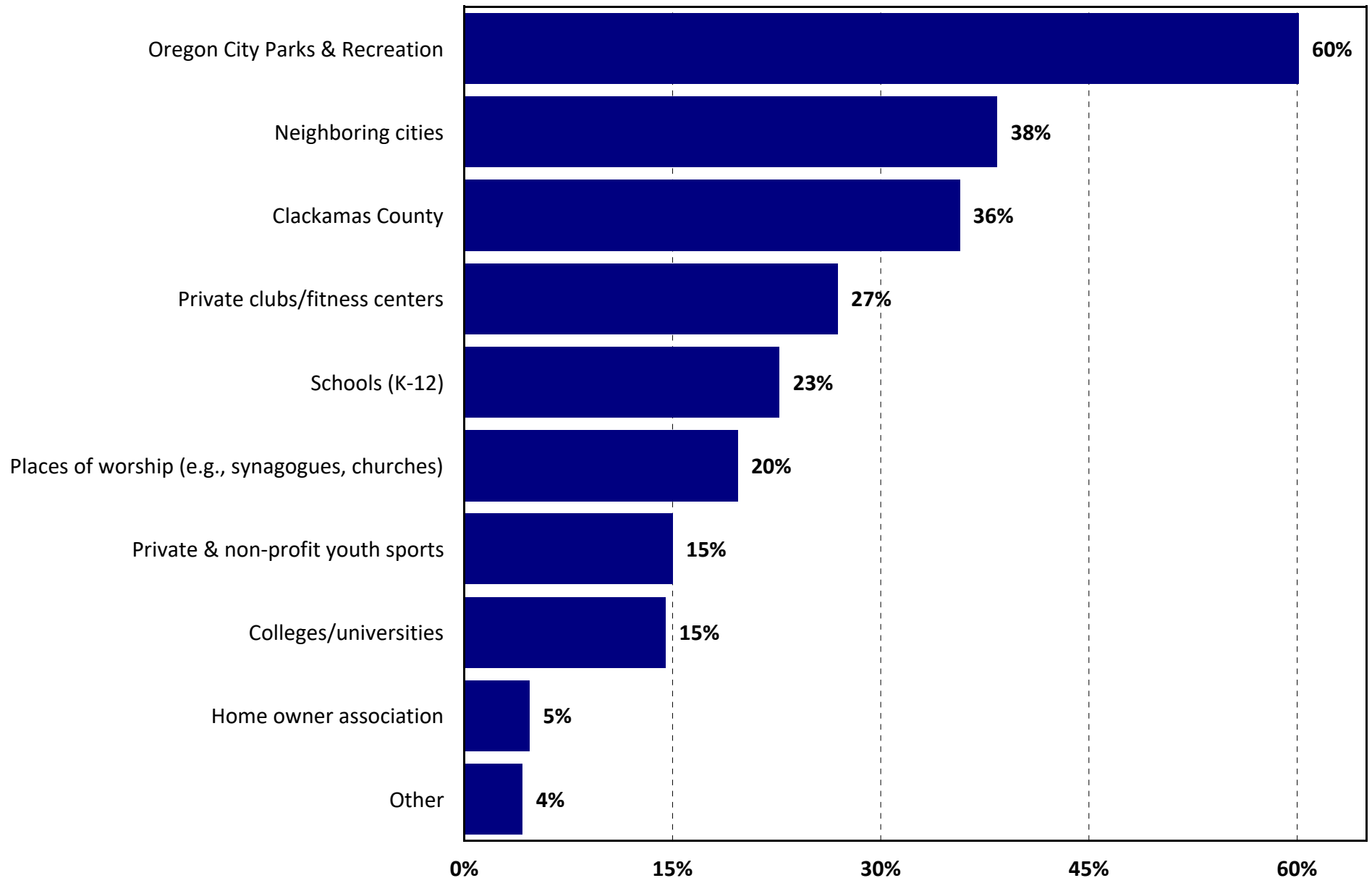
Q4. Barriers to Parks and Recreation Programs/Events Participation

by percentage of respondents (multiple selections could be made)



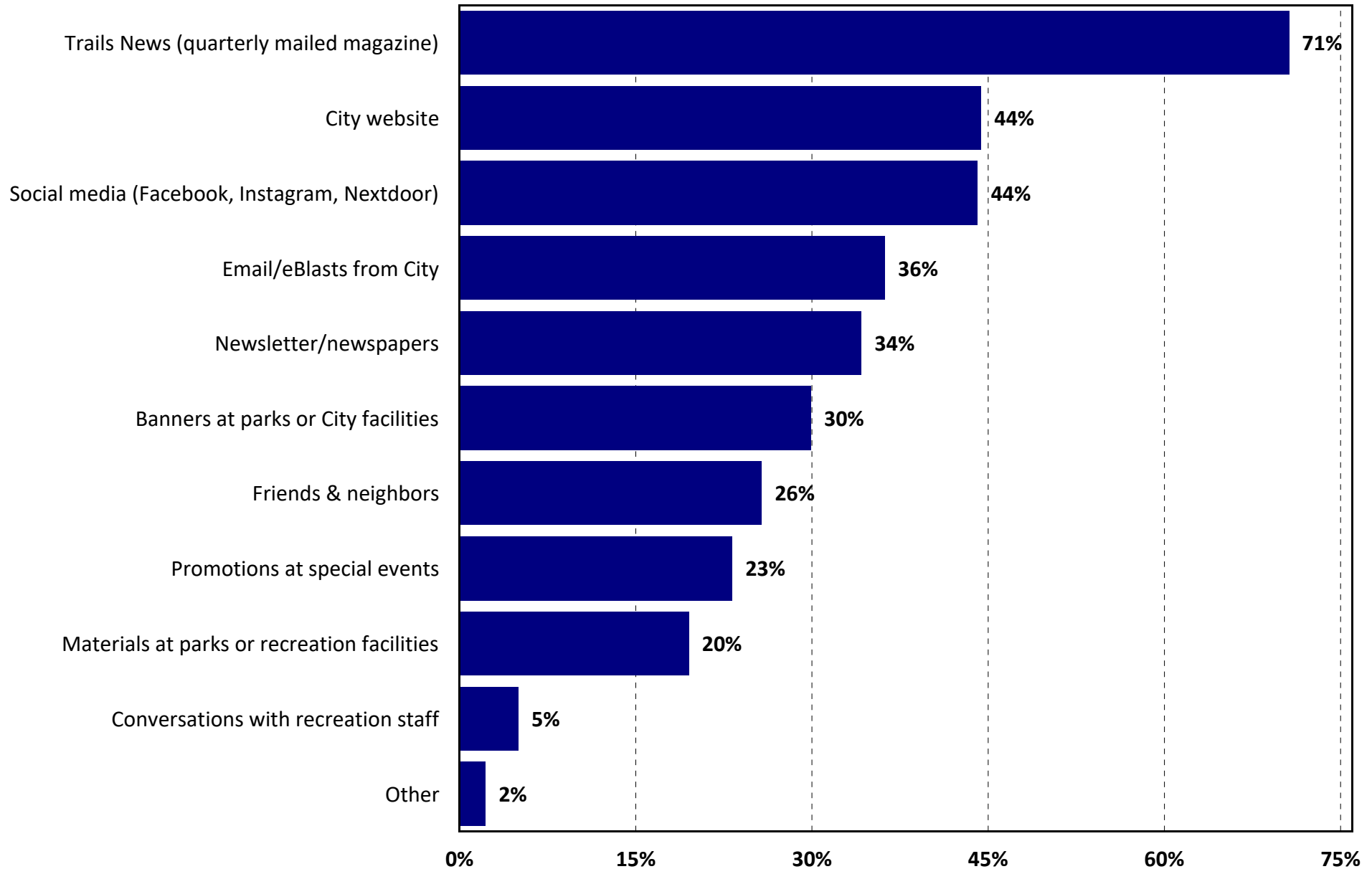
Q5. Organizations Households Used within the Last Two Years for Recreation and Sports Activities

by percentage of respondents (multiple selections could be made)



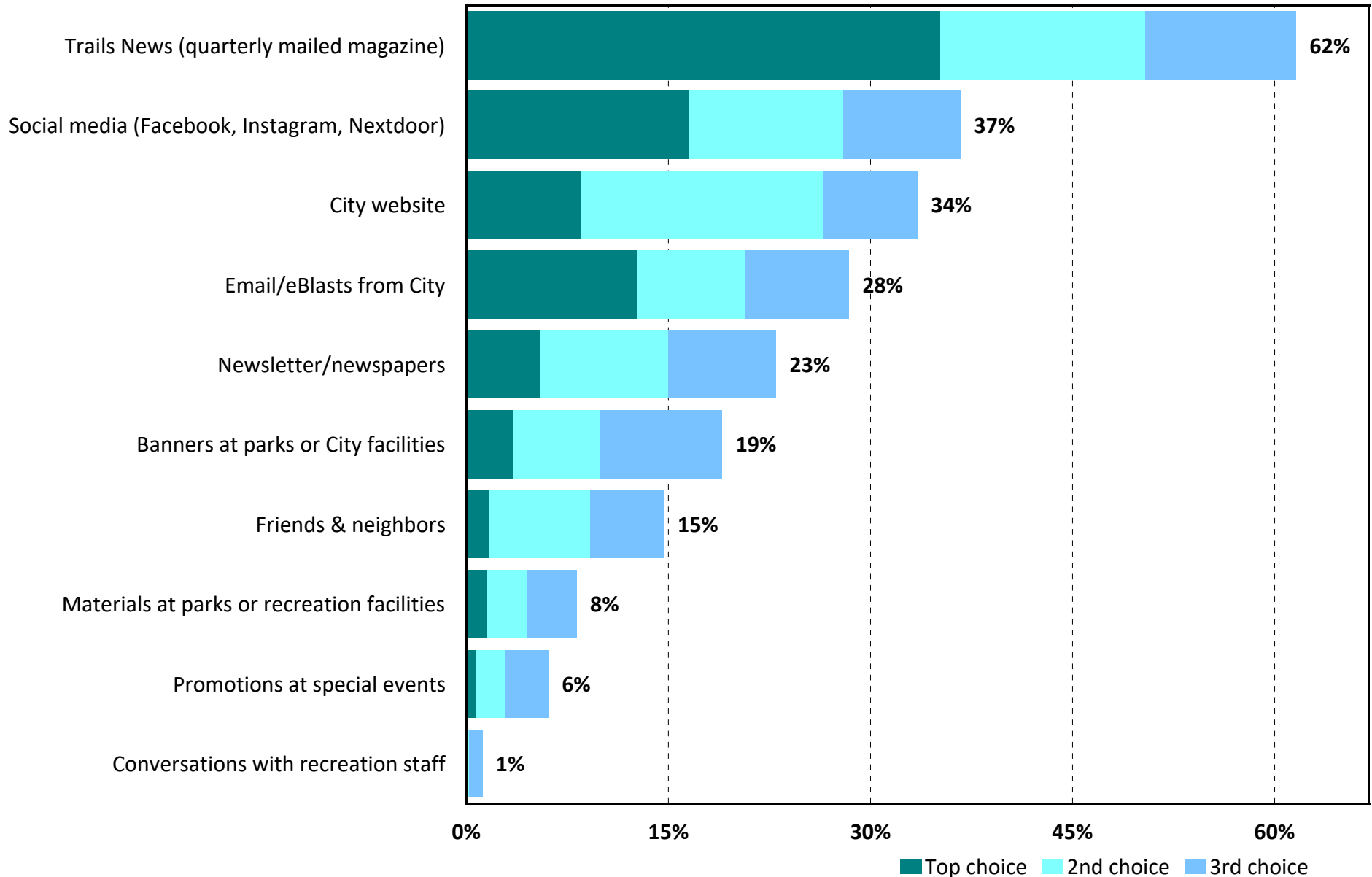
Q6. Ways respondents would like to learn about Oregon City Parks and Recreation programs and events.

by percentage of respondents (multiple selections could be made)



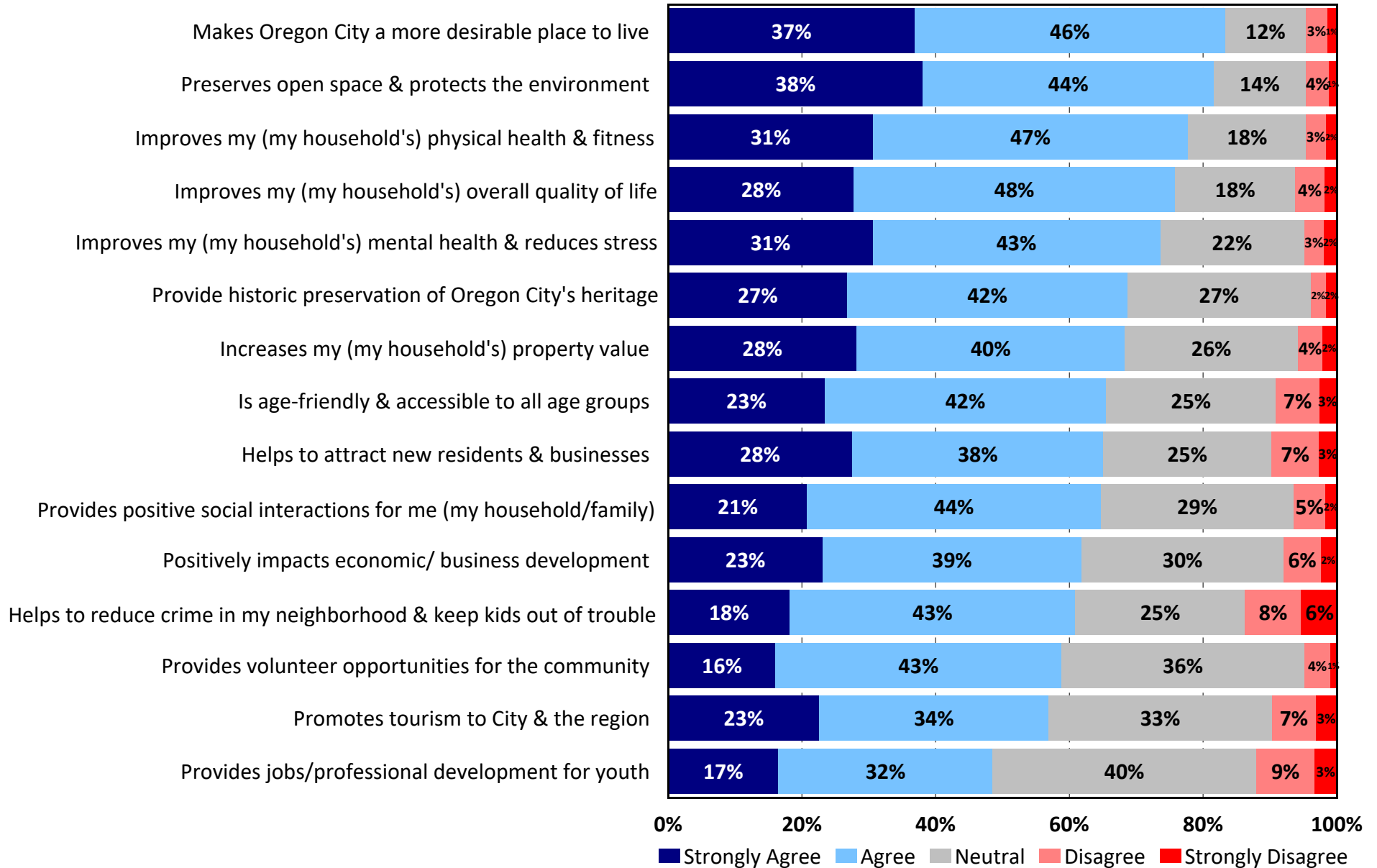
Q7. Most Preferred Sources for Learning About Recreation Programs and Events

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



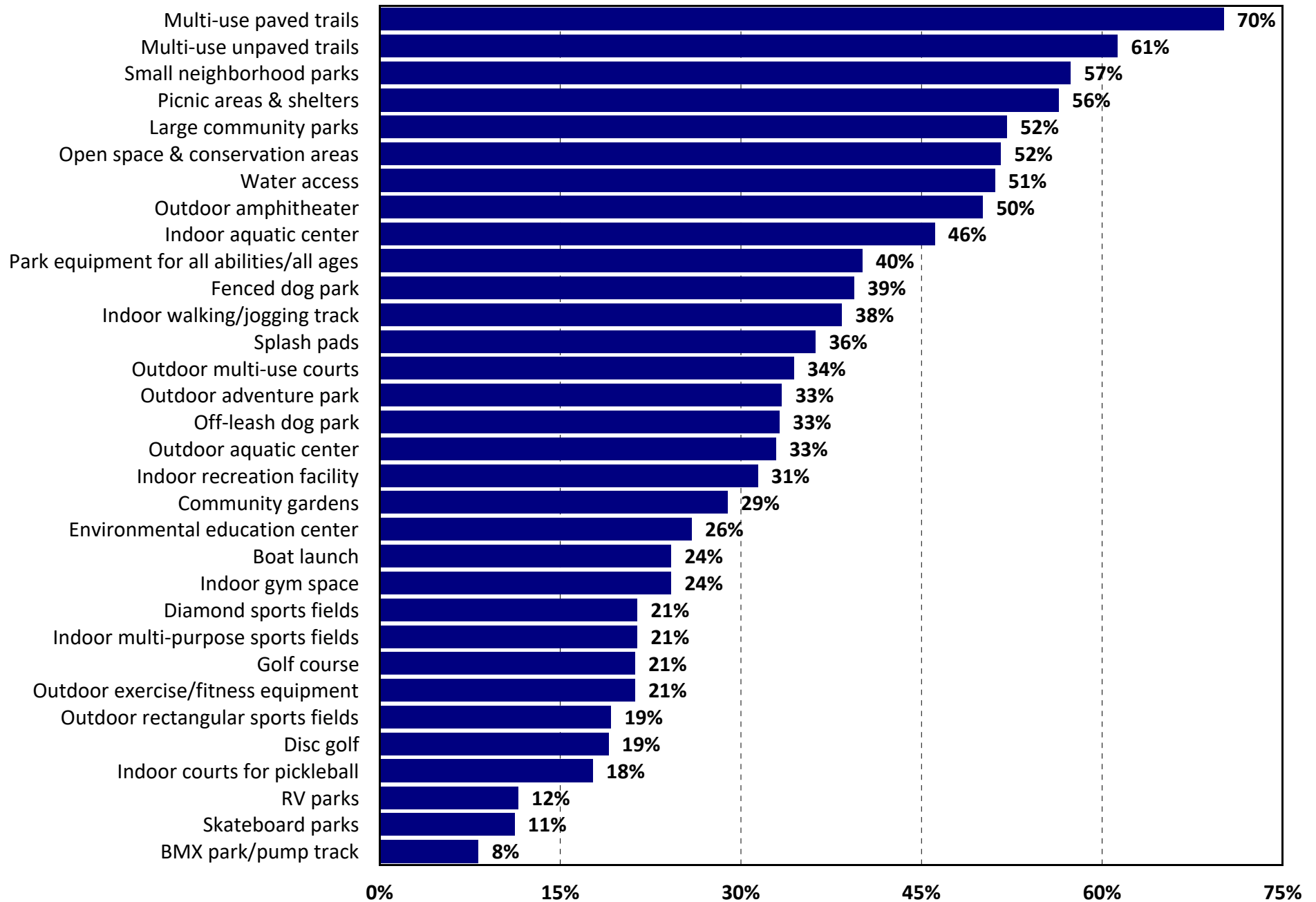
Q8. Level of Agreement with Statements Regarding Benefits of Parks and Recreation Services

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



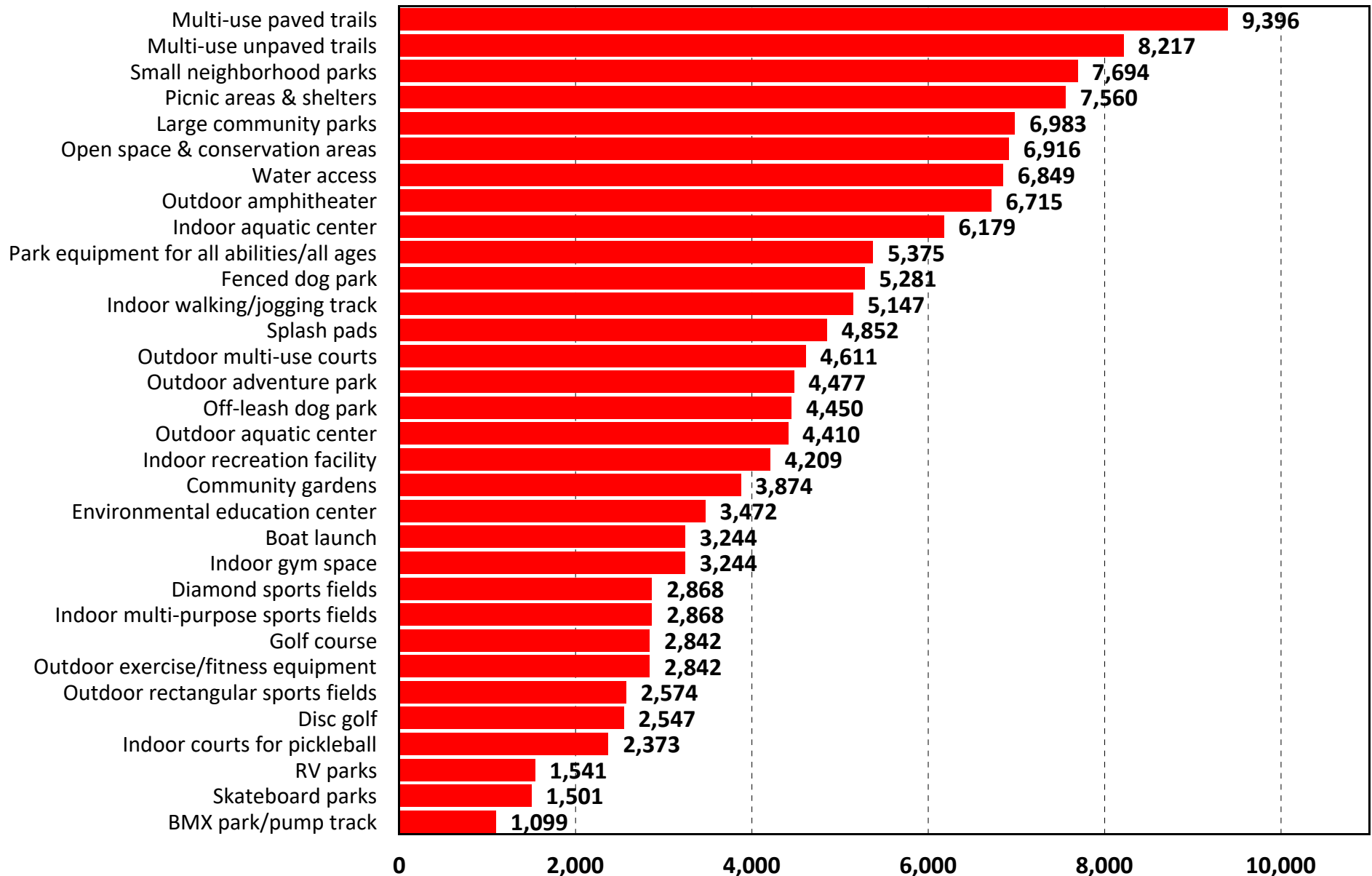
Q9. Respondents With Need for Facility or Amenity

by percentage of respondents



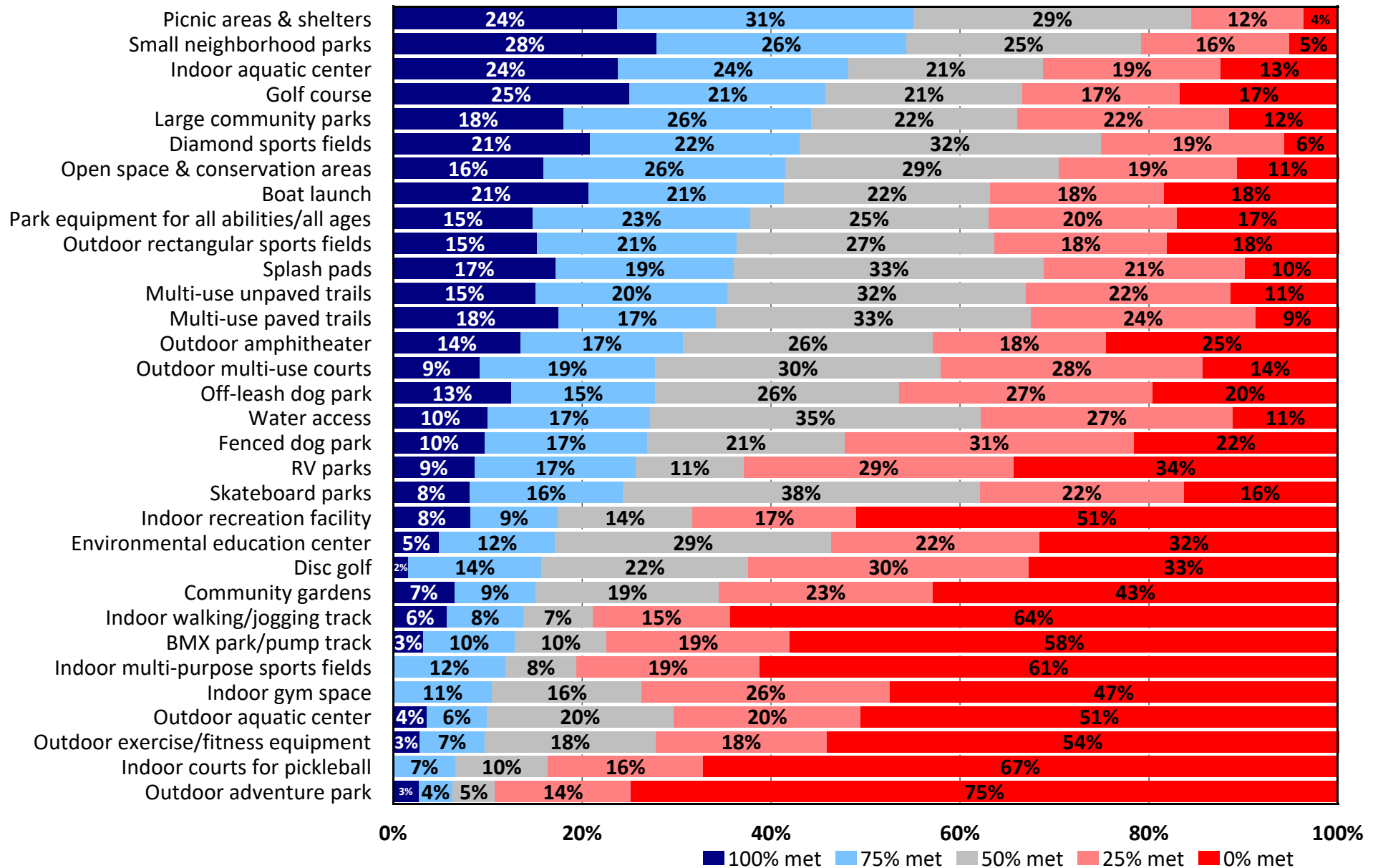
Q9a. Estimated Number of Households in Oregon City Who Have a Need for Facility/ Amenity

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



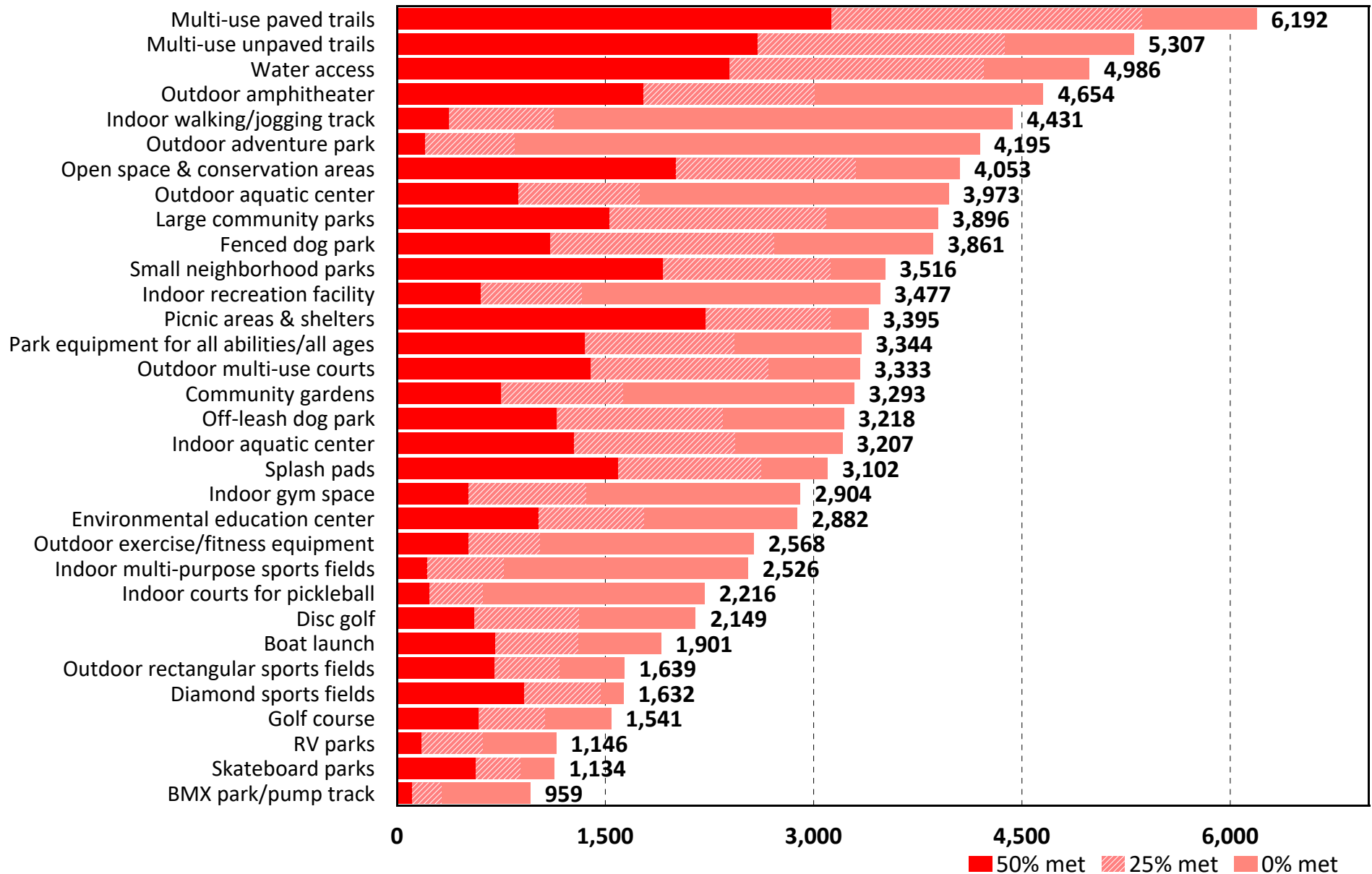
Q9b. How Well Households' Need For Facility / Amenity Is Currently Being Met

by percentage of respondents who answered "Yes" to Q9



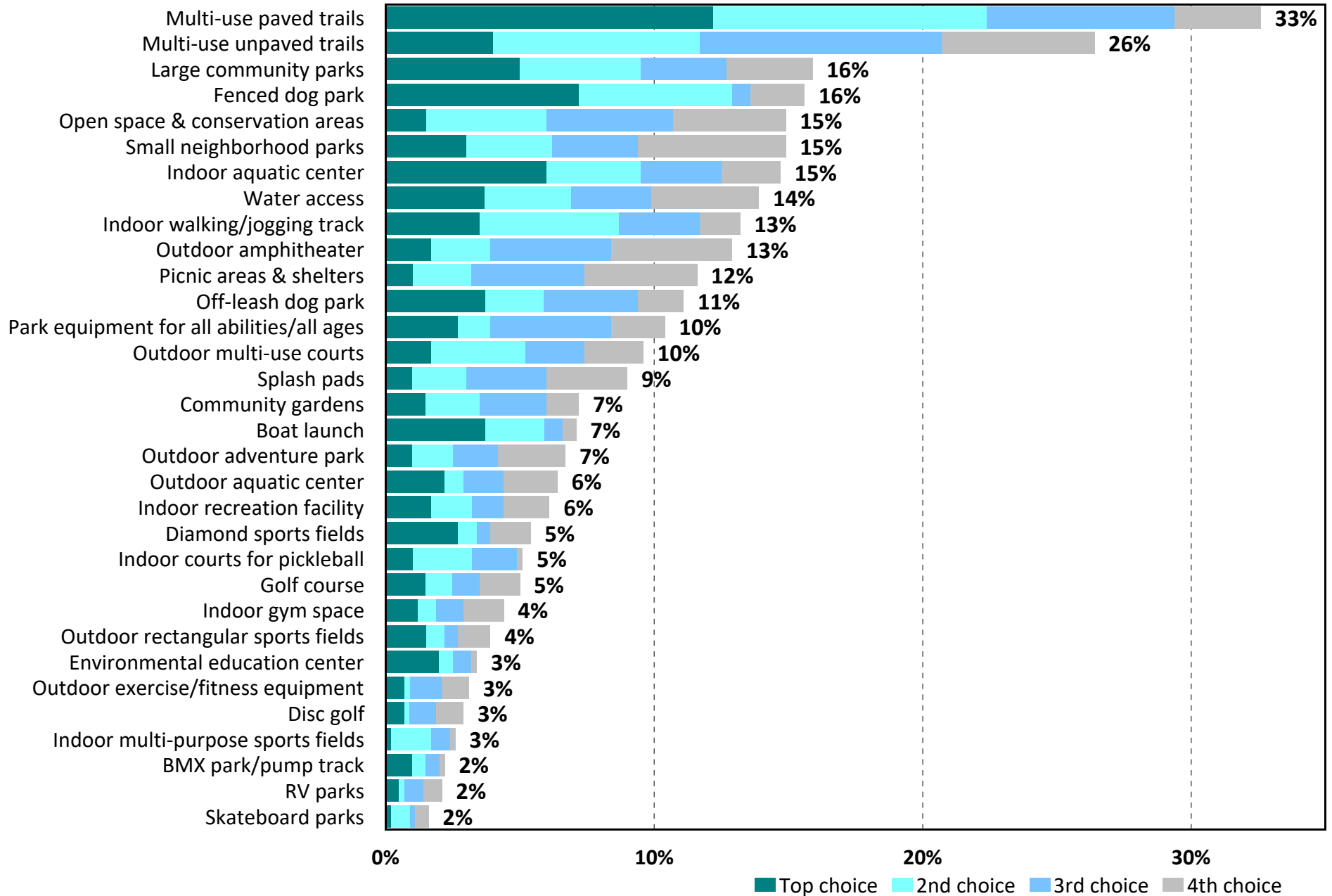
Q9c. Estimated Number of Households in Oregon City Whose Facility/ Amenity Need Is Met 50% or Less

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



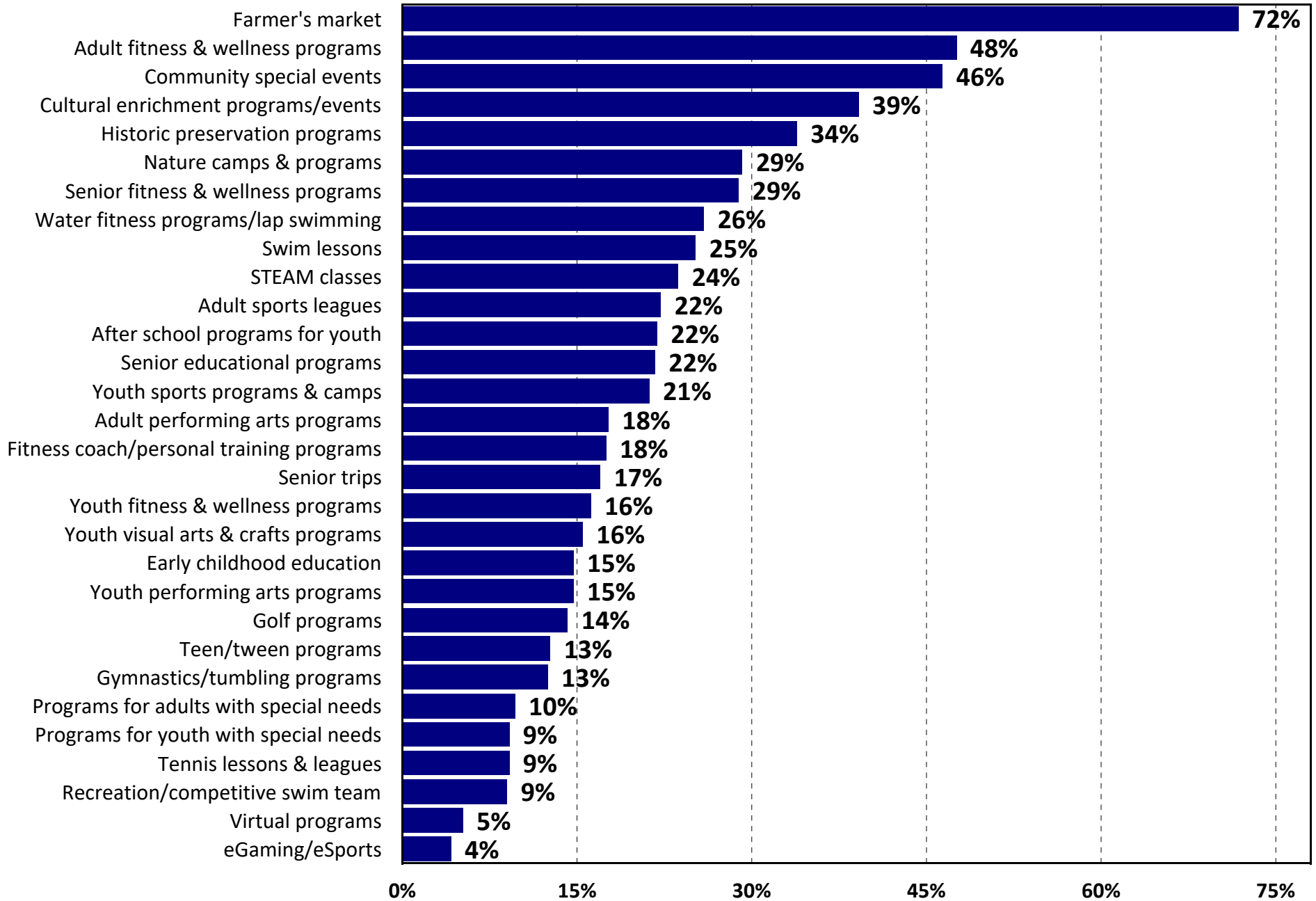
Q10. Most Important Facility/Amenity to Households

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



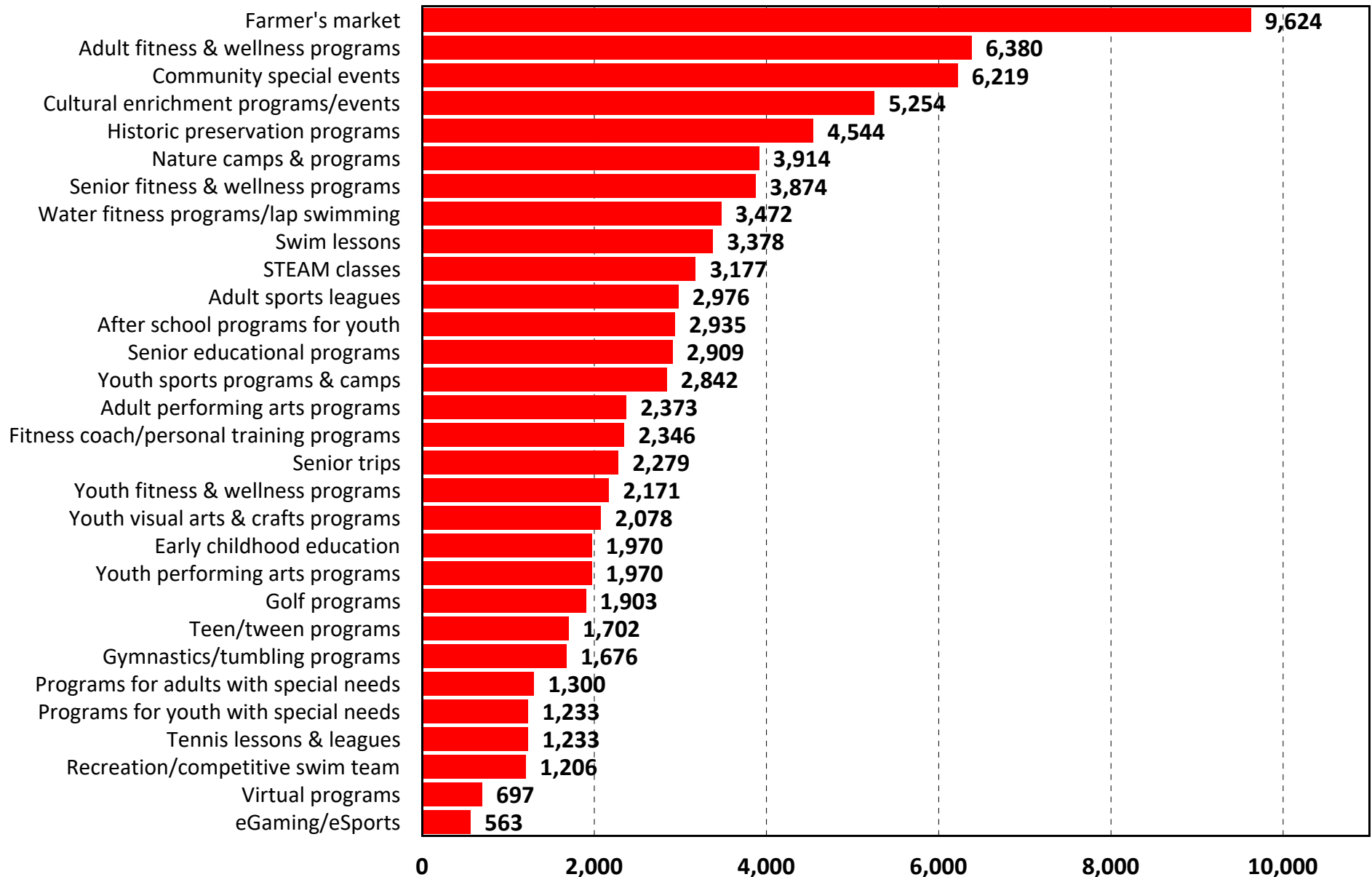
Q11. Respondents With Need for Recreation Program

by percentage of respondents



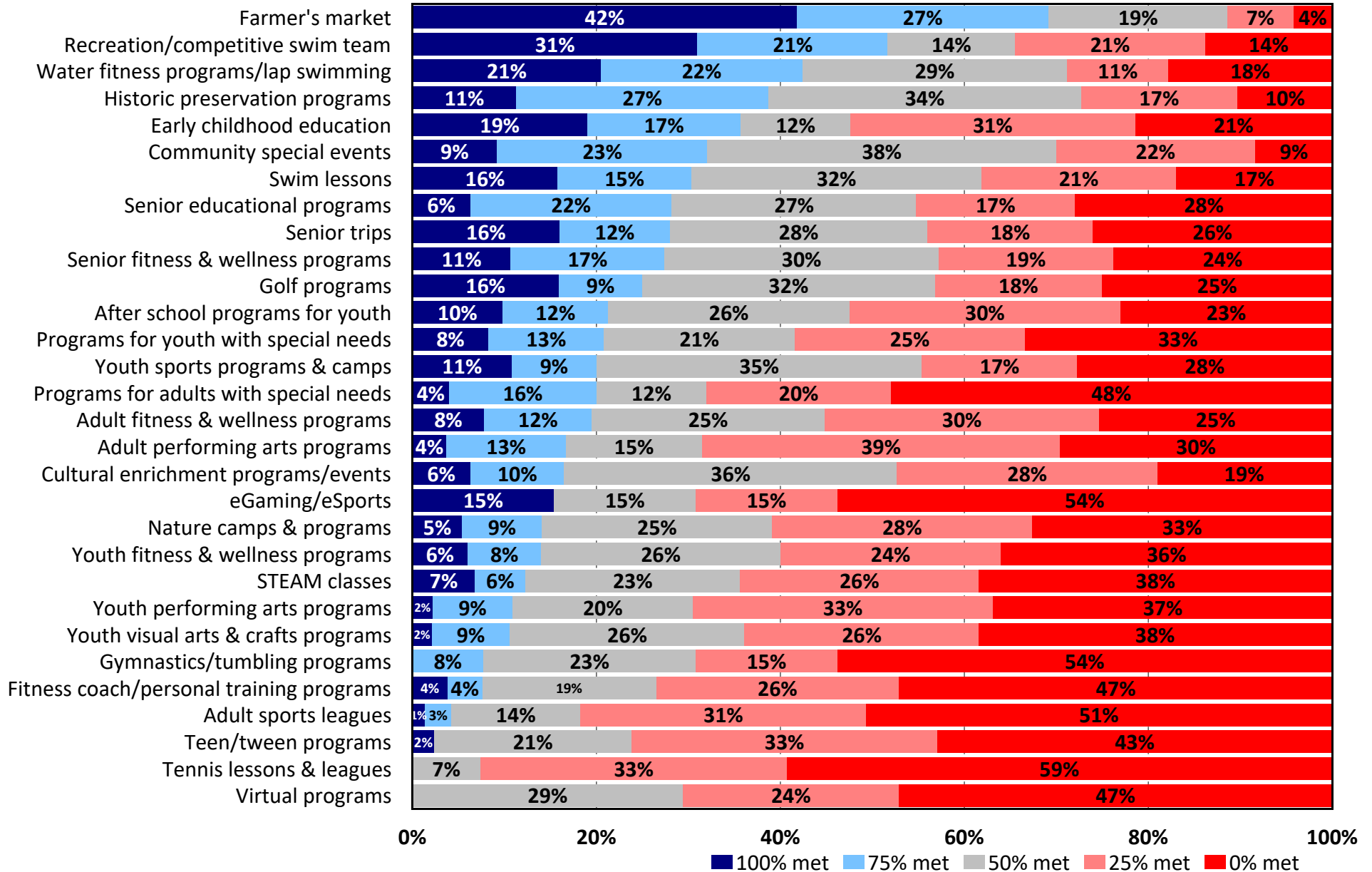
Q11a. Estimated Number of Households in Oregon City Who Have a Need for Recreation Program

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



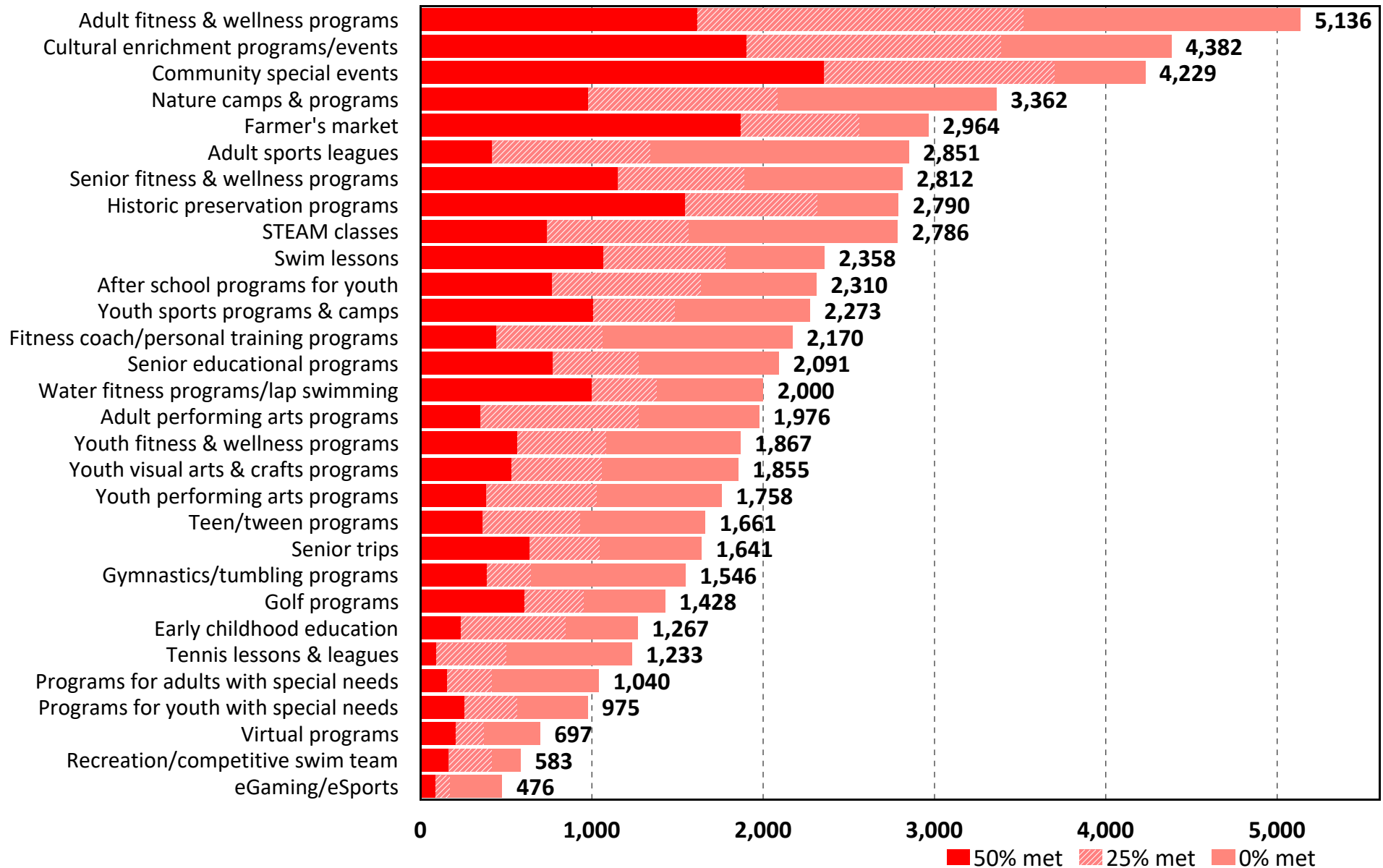
Q11b. How Well Households' Need For Recreation Program Is Currently Being Met

by percentage of respondents who answered "Yes" to Q11



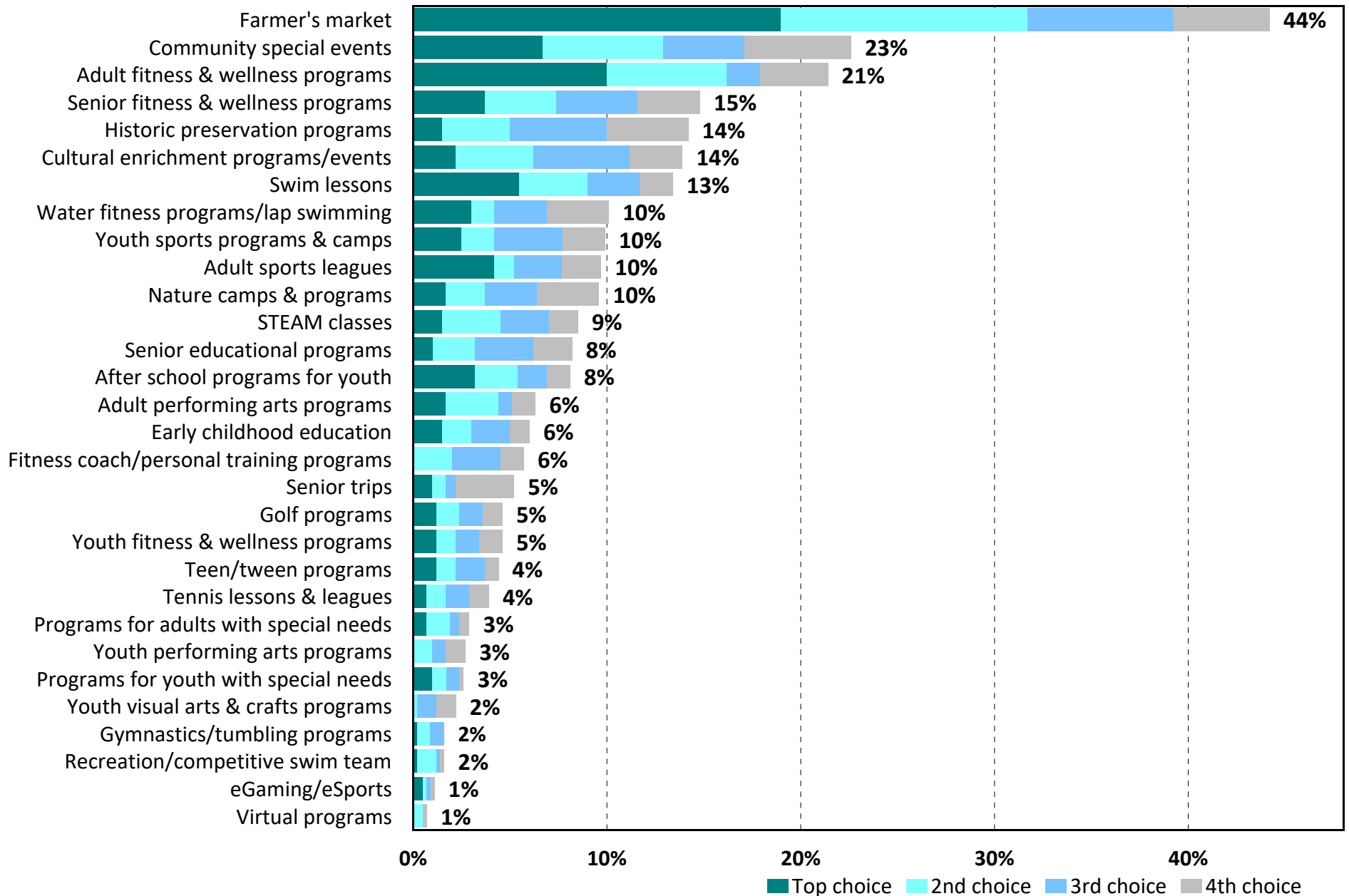
Q11c. Estimated Number of Households in Oregon City Whose Recreation Program Needs Are Met 50% or Less

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



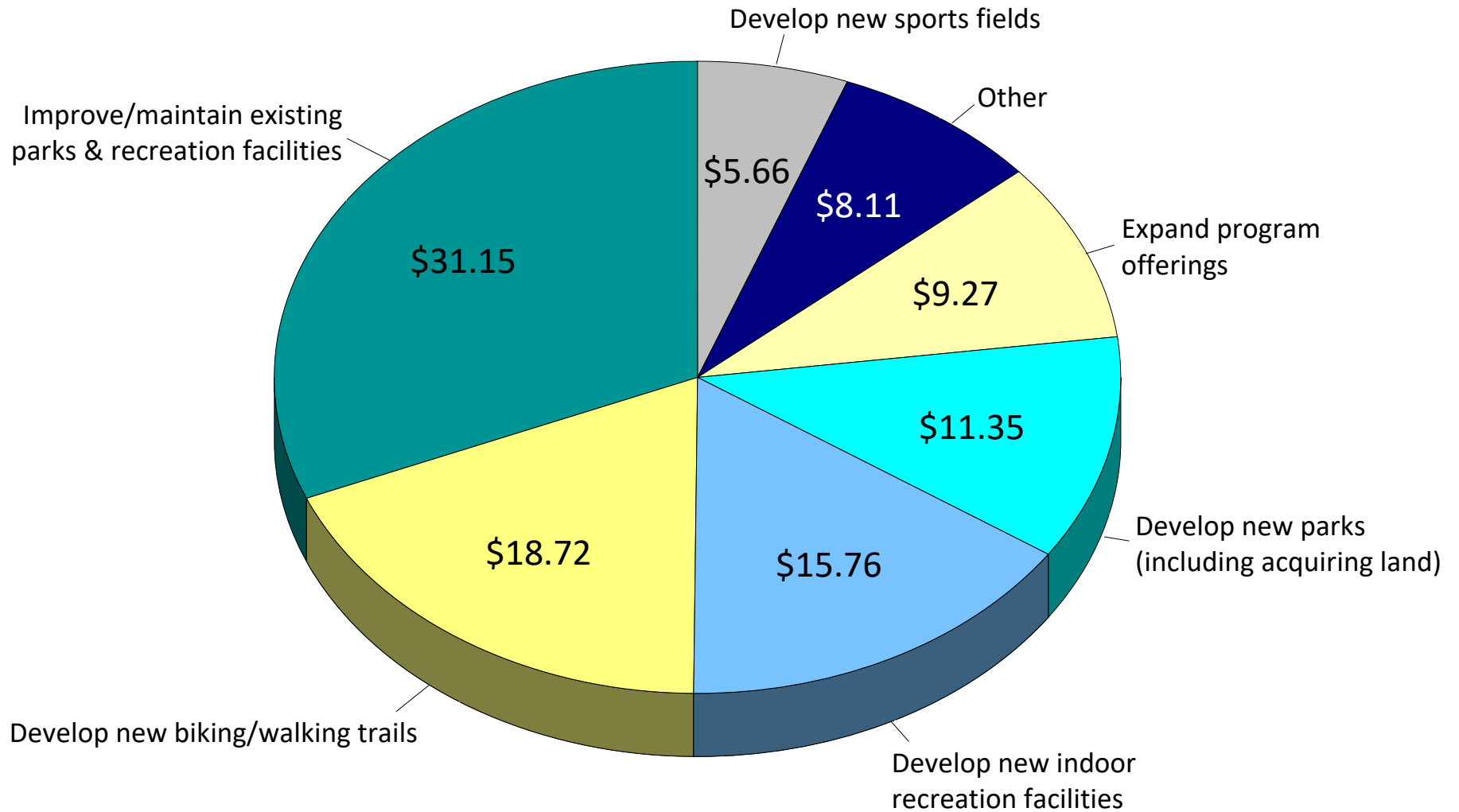
Q12. Most Important Recreation Program to Households

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



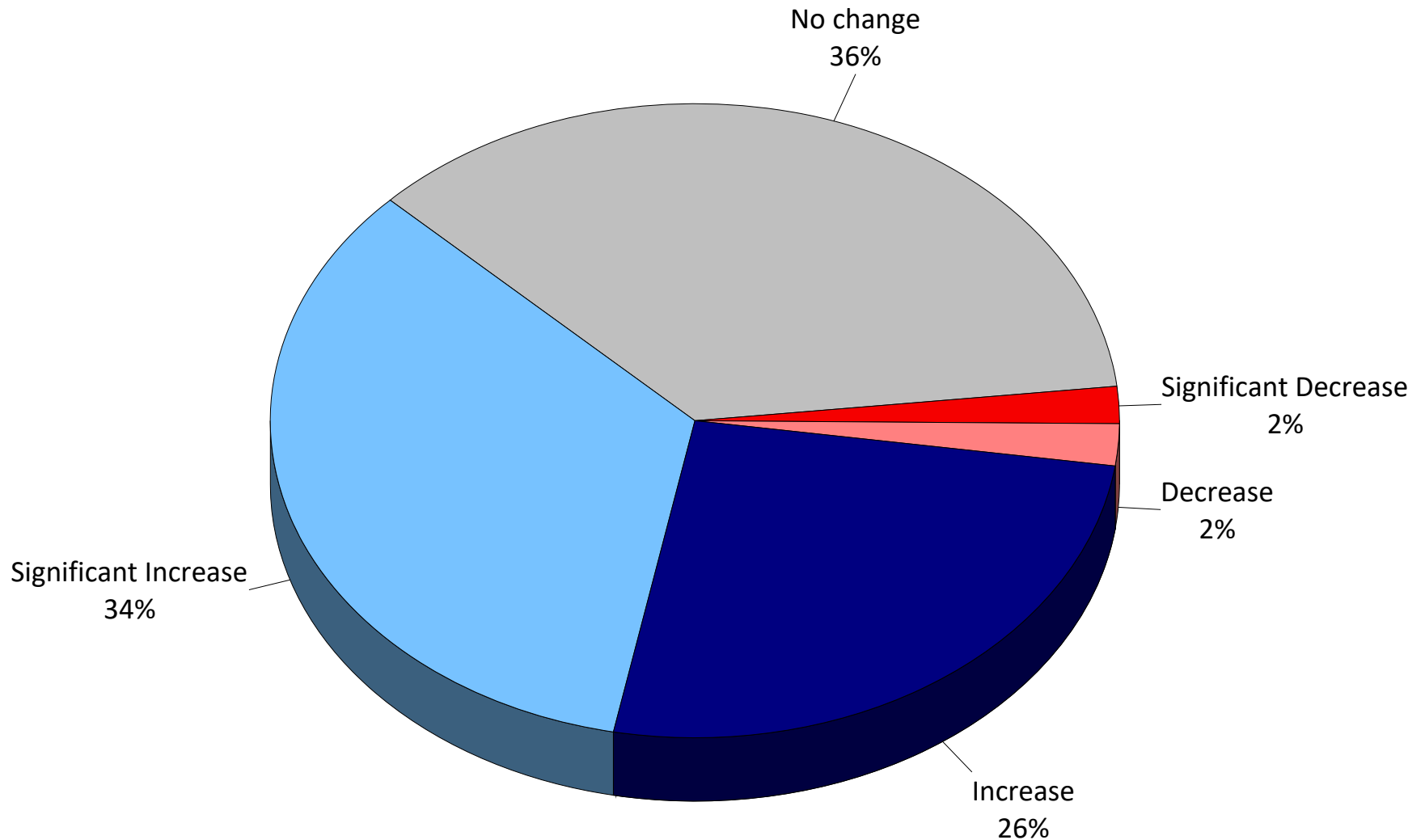
Q13. With a Budget of \$100, How Would Respondents Allocate Funds for Parks and Recreation?

by average allocated per item



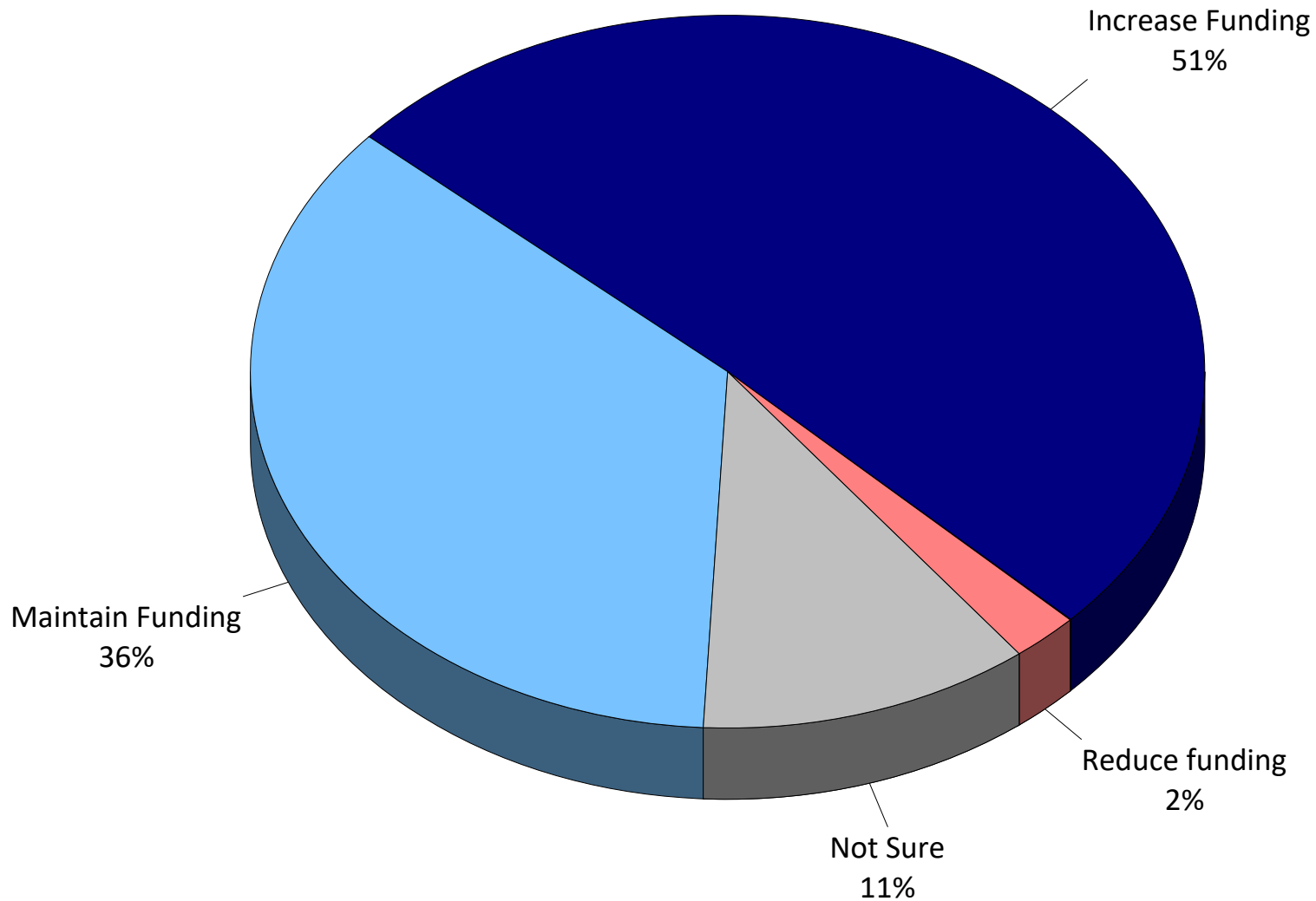
Q14. Given the recent COVID-19 Pandemic, how has your and your household's perception of the value of parks, trails, open spaces and recreation changed?

by percentage of respondents (excluding "not provided")



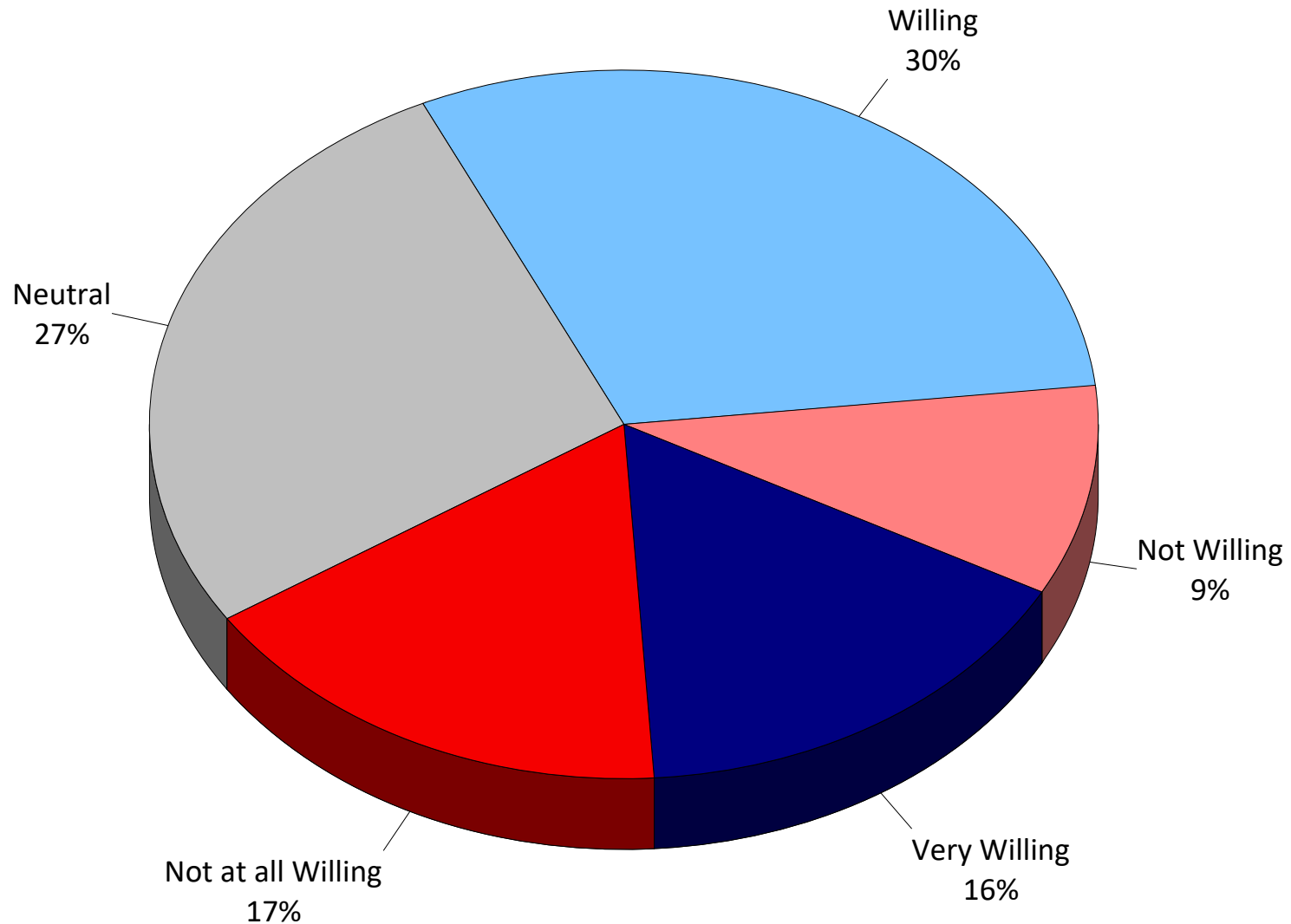
Q15. Based on your perception of value in Question 14, how would you want the City of Oregon City to fund future parks, recreation, trails and open space needs?

by percentage of respondents (excluding "not provided")



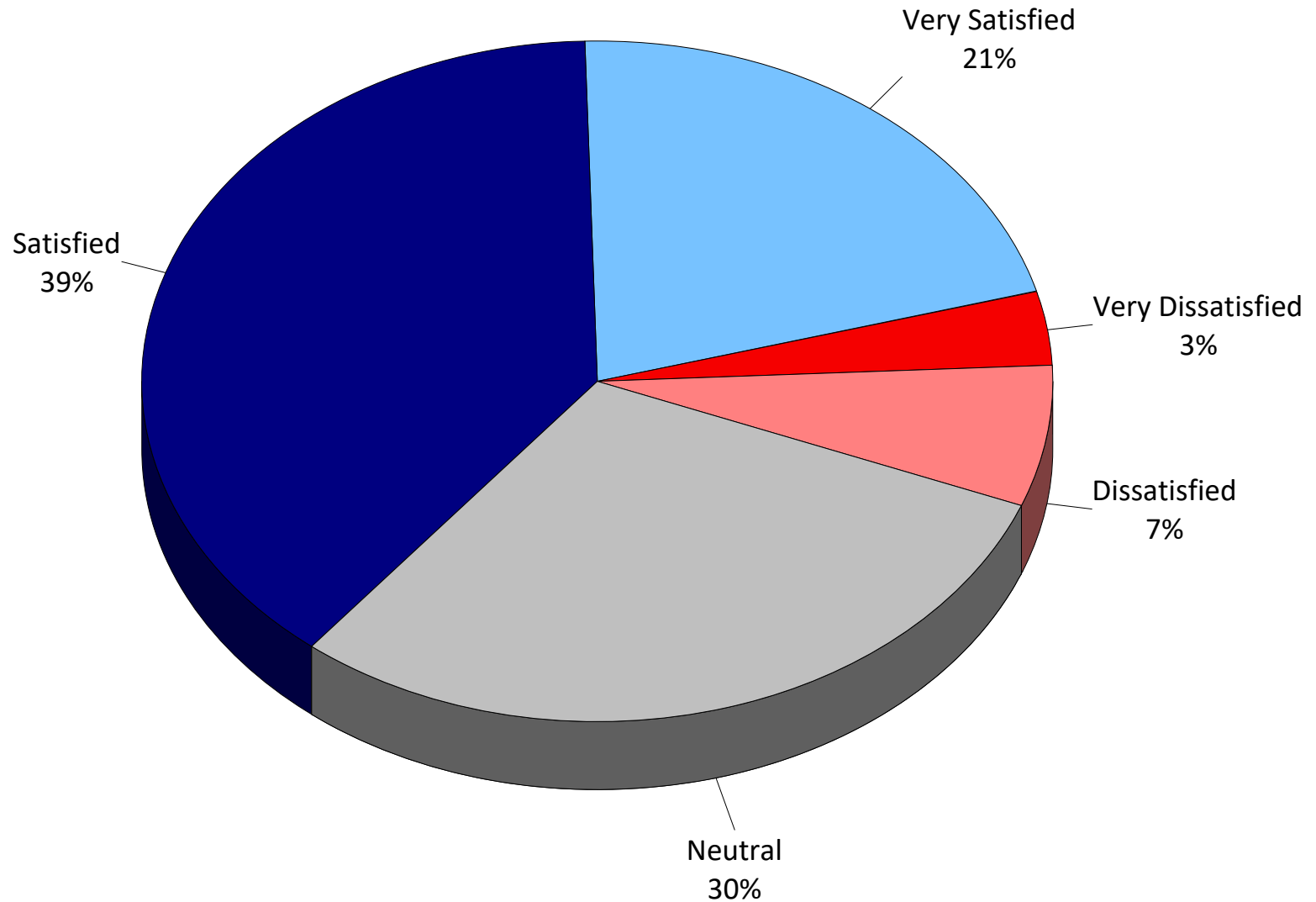
Q16. How willing would you be to pay additional taxes or fees to acquire, develop, and maintain the types of parks, recreation, and trail facilities that are most important to your household?

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



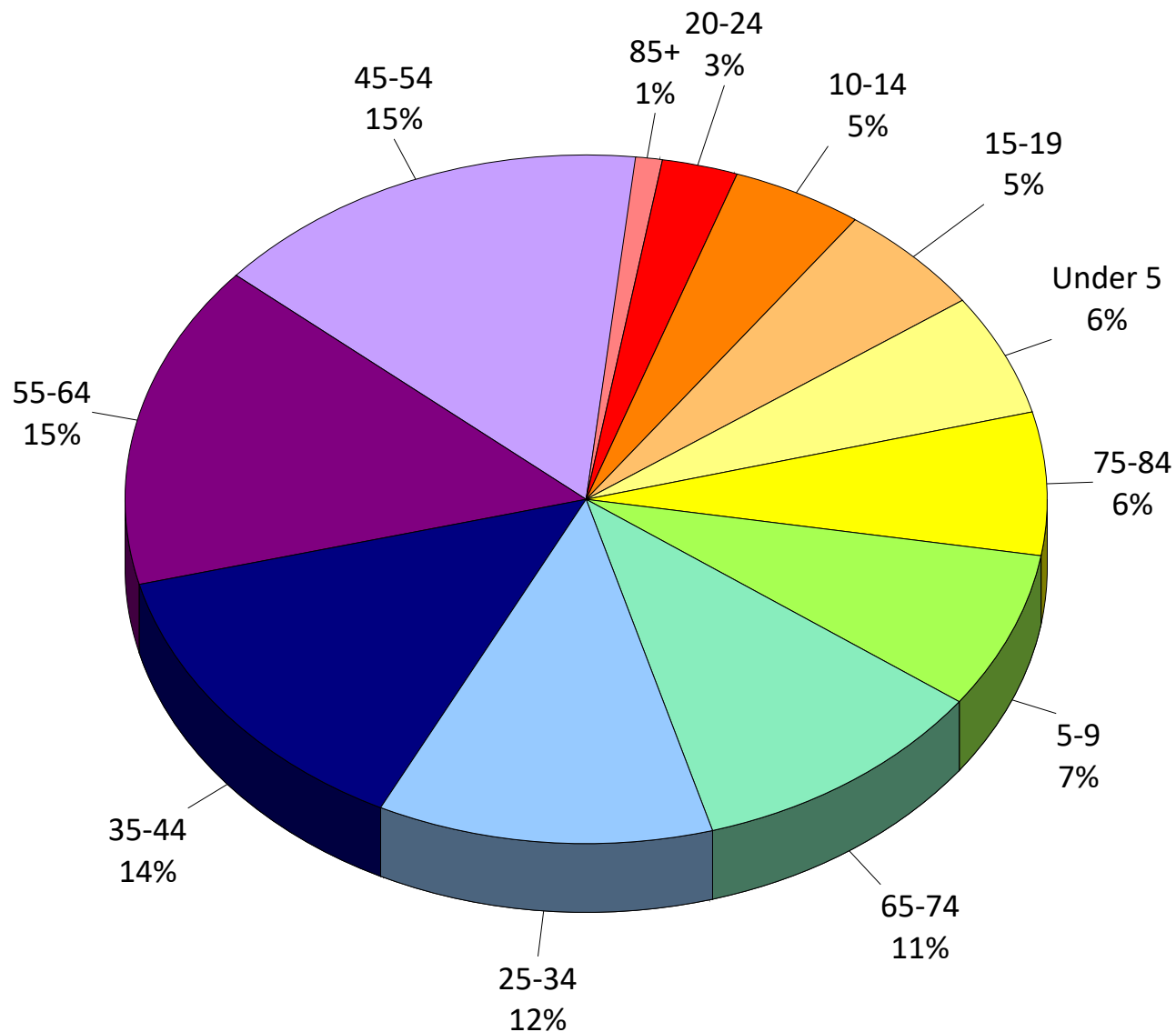
Q17. Please rate your level of satisfaction with the overall value your household receives from Oregon City Parks and Recreation.

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



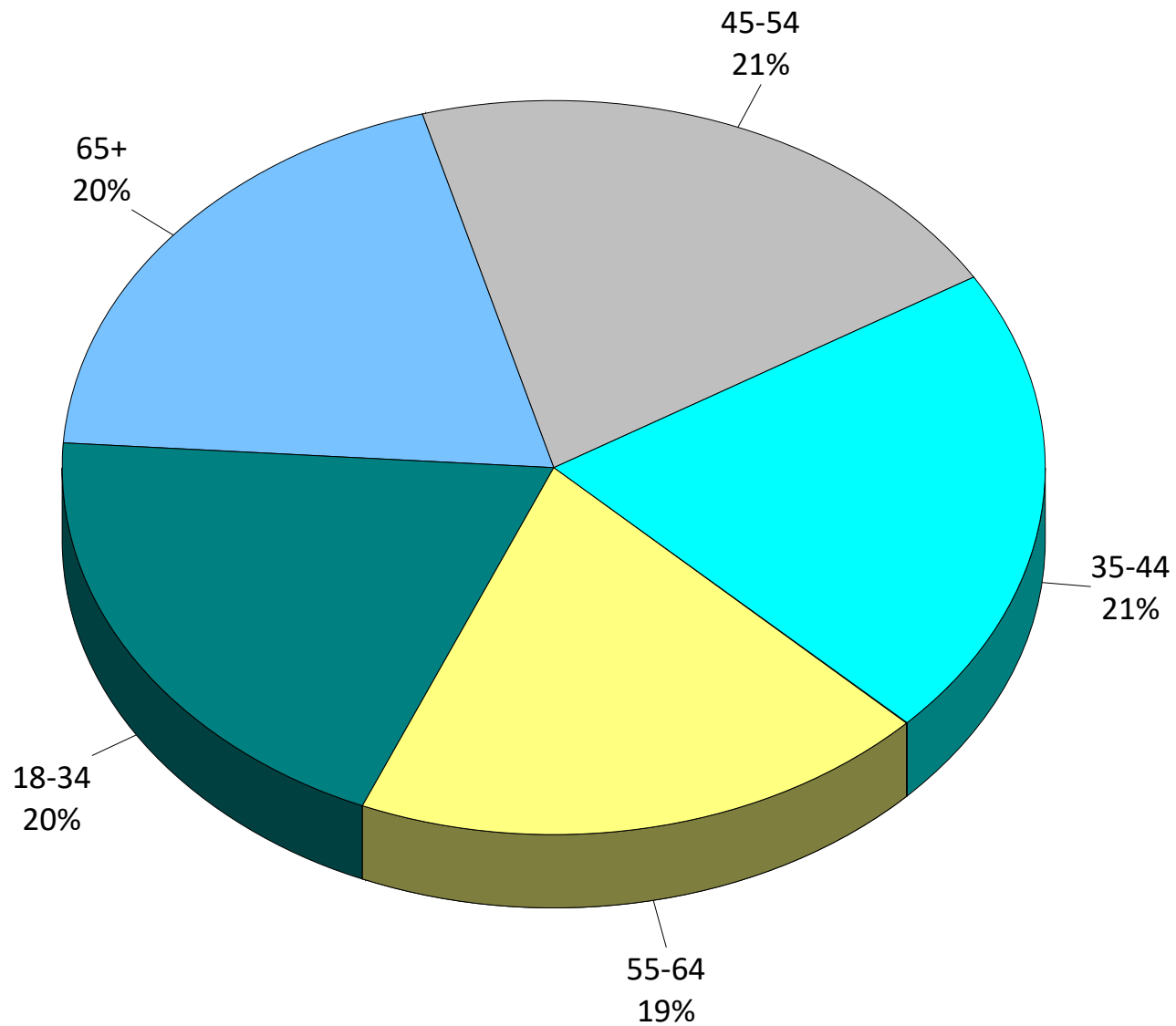
Q18. Including yourself, how many people in your household are in the following age groups?

by percentage of persons in household



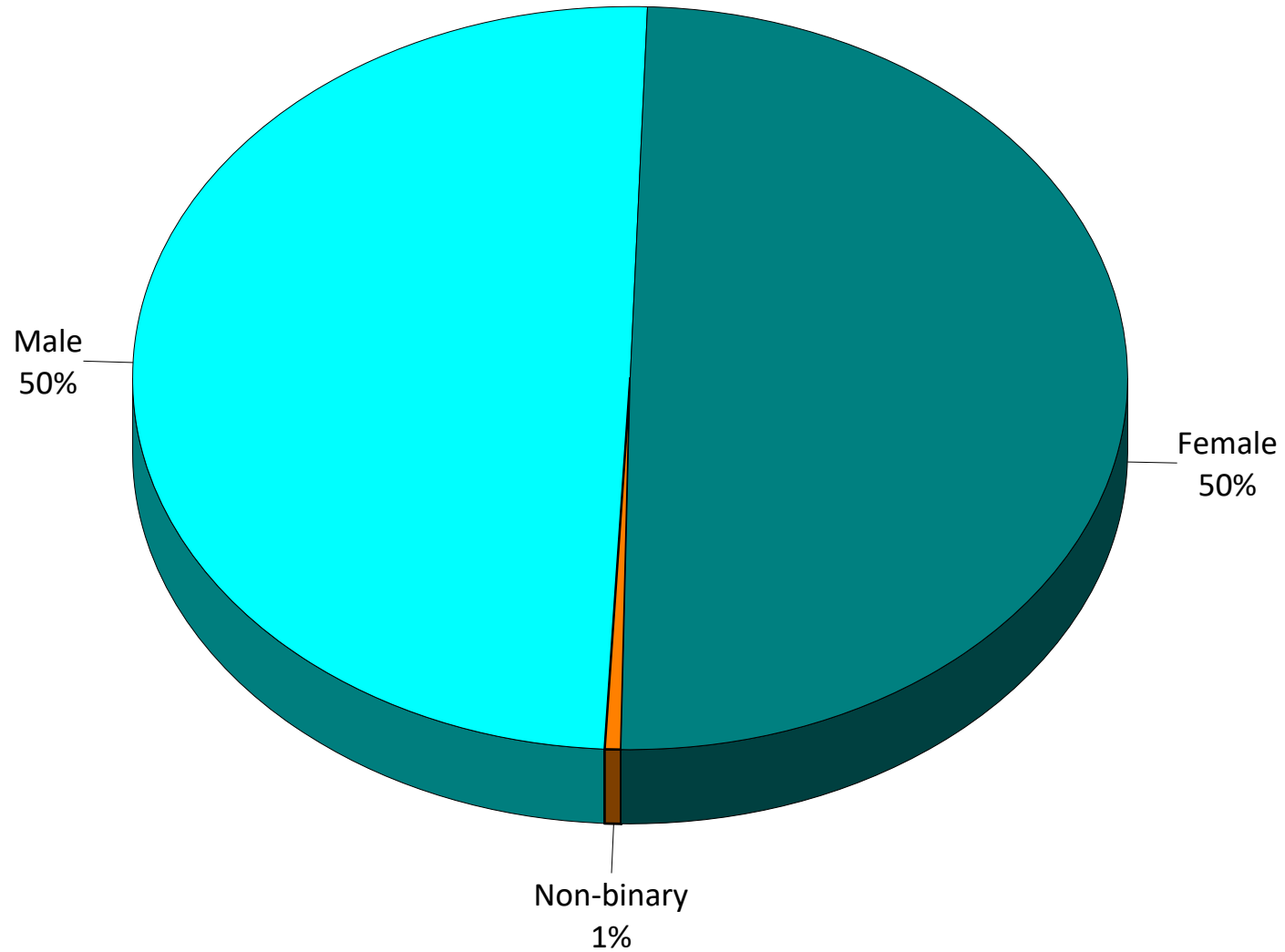
Q19. Respondent Age

by percentage of respondents (excluding "not provided")



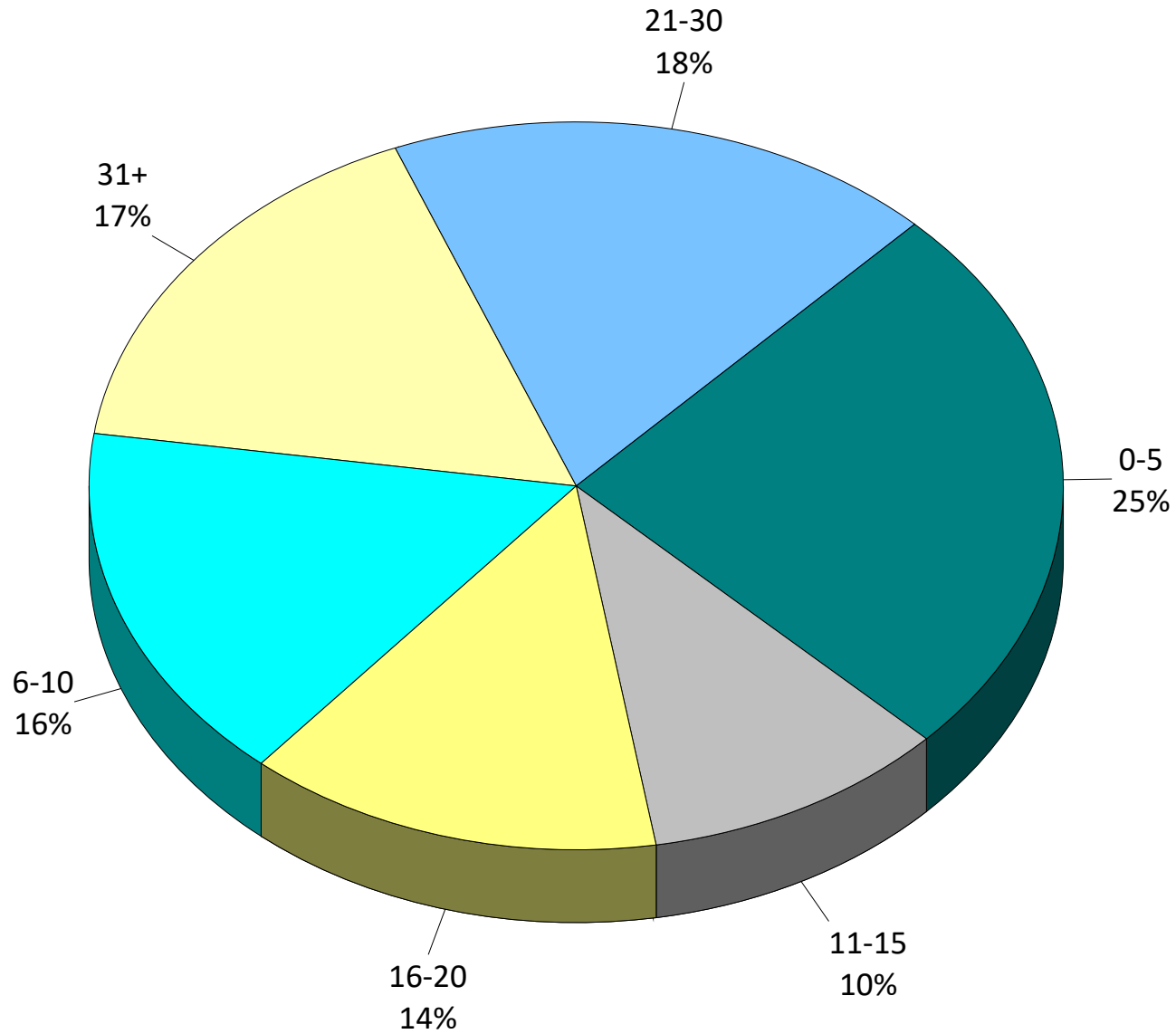
Q20. Your gender:

by percentage of respondents (excluding "prefer not to answer")



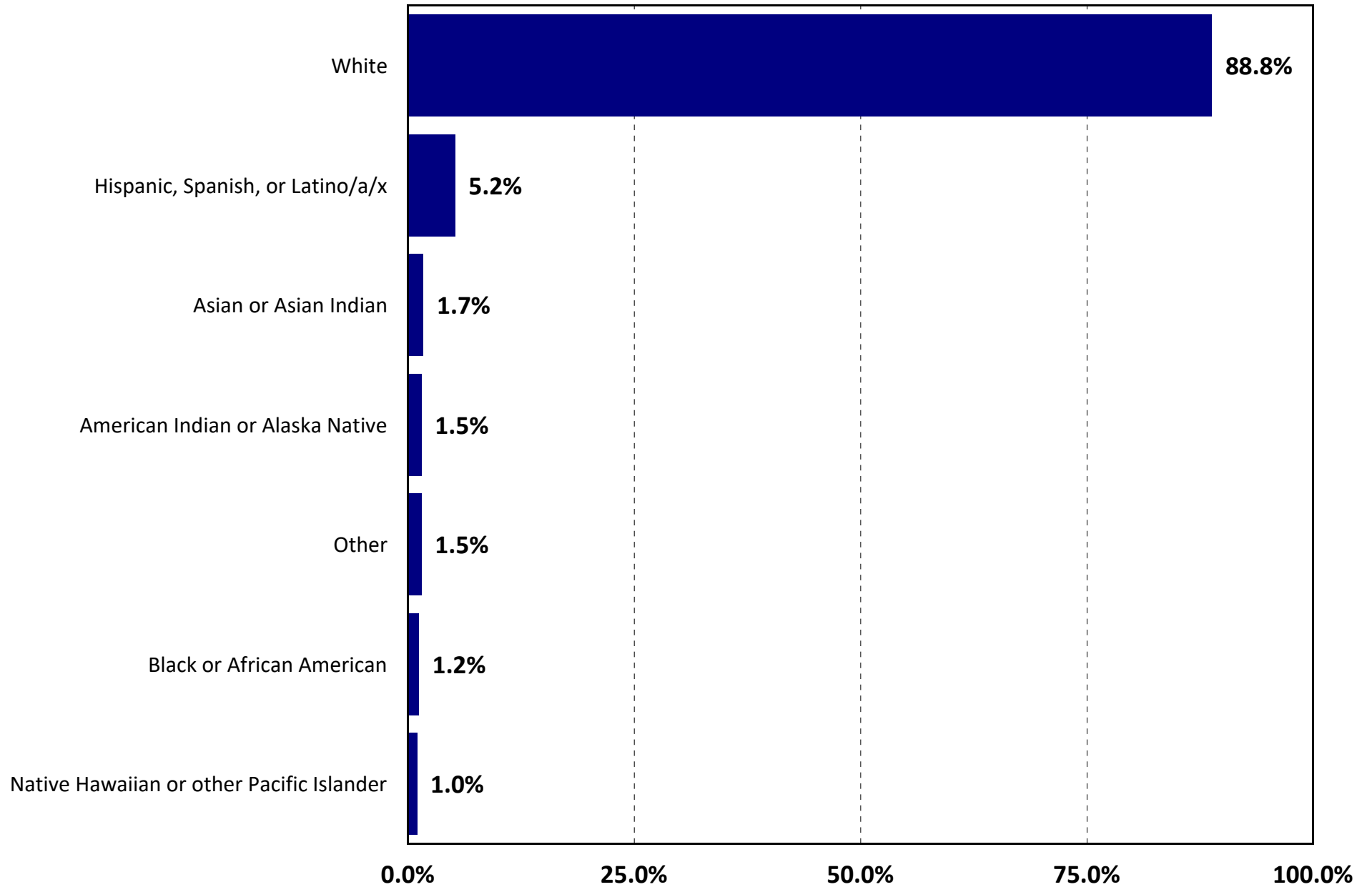
Q21. Years Lived in Oregon City

by percentage of respondents (excluding "not provided")



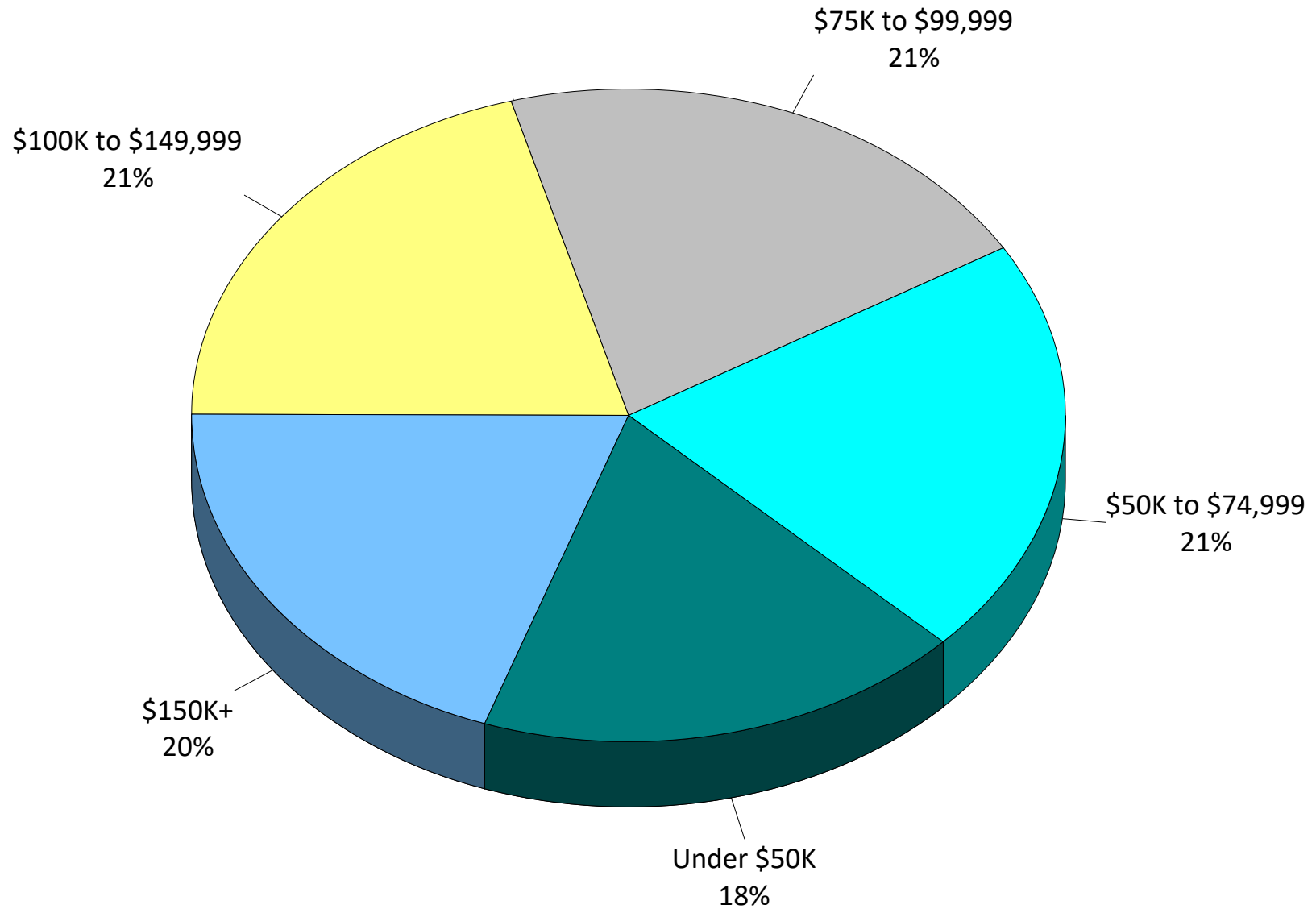
Q22. Which of the following best describes your race/ethnicity?

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
Eastem Community Camps	Public	Lower
24 Hour Fitness	Private	Higher
YMCA	Not-for-Profit	Same

APPENDIX G: MINI BUSINESS PLAN

Program Area: _____

Completed By: _____ Date: _____

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	Direc t	Total

MARKETING & PRICING TACTICS

Tactic	Responsible	Timeline

PERFORMANCE MEASURES

Outcome (from p.1)	Performance Measure	Result

Approved By: _____

Date: _____



Draft Methodology Report

Parks System Development Charges

April 16, 2025



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Section 1 - Introduction

1.1 Authorization

The City of Oregon City (City) contracted with Galardi Rothstein Group (GRG) to update its System Development Charge (SDC) methodology and to develop an updated SDC fee schedule and project list. This report presents the results of the SDC update. The methodology was developed in conformance with Oregon Revised Statutes (ORS) 223.297-223.316, standard industry practices, the City's policy objectives and 2023 Parks Master Plan.

1.2 Report Organization

- **Section 1 - Introduction** - This section presents information on the City's SDC project objectives, and the policy and legal framework for the methodology.
- **Section 2 - SDC Cost Basis** - Presents the first element of the SDC methodology: the current and future levels of service used to determine growth capacity needs, and the growth-related costs in aggregate based on the updated SDC project list.
- **Section 3 - SDC Assessment** - Presents the second element of the SDC methodology: information on system-wide unit costs per equivalent population and assumptions of number of persons per development unit.
- **Appendix A - Residential Equivalency** - Determines the equivalency factor for employees relative to residents.

In addition to the methodology, the City will adopt by resolution the following items:

- **Appendix B - SDC Project List** - Provides the list of projects needed to increase park and recreation facility capacity for future growth, that are to be funded with SDC revenue. The list includes the project description, and the estimated cost, timing, and portion of cost eligible for SDC funding.
- **Appendix C - SDC Schedule** - Provides the SDCs by development type and fee structure, based on the methodology and project list presented in this report. Consistent with Oregon law, the fees presented in Appendix C may be adjusted periodically for changes in costs or changes in the project list.

Note: The calculations contained in this report were produced by computer spreadsheets where numbers extend beyond the decimal places shown in the tables presented, so slight variations exist due to rounding. However, these variations are not material.

1.3 Background

System development charges are an important funding source for parks and recreation facility improvements. The City last updated its SDC methodology in 2000. In 2023, following completion of the updated Parks Master Plan, the City initiated an update to the SDC methodology. The primary objectives of the update include:

1. Update the project list and fee schedule to reflect the 2023 Parks Master Plan.
2. Develop a scaled residential SDC structure that aligns with the City’s other SDCs.
3. Re-structure the SDCs to identify land and development costs separately for integration with the City’s land dedication policies.

Oregon legislation (ORS 223.297-ORS 223.316) establishes guidelines for the calculation and administration of SDCs. Within these guidelines, local governments have latitude in selecting approaches that best align with local policy objectives. The updated methodology presented in this report reflects feedback from the City Commission (Commission) obtained through meetings focused on key methodological issues. Specifically, the City held two work sessions with the Commission in October 2024 and February 2025 and presented updates to the Parks and Recreation Advisory Committee.

1.3 Policy Framework

Table 1 summarizes the key policy recommendations that are reflected in the proposed SDC methodology.

Table 1-1 Policy Framework

Policy Issue	Recommendations
Residential SDC Structure	<ul style="list-style-type: none"> • Implement a 5-tiered SDC structure for single unit & middle housing • Maintain existing uniform structure for multifamily > 5 units
Nonresidential SDCs	<ul style="list-style-type: none"> • Exclude neighborhood parks from nonresidential SDCs • Update employment density assumptions by land use to reflect more current regional information
SDC Cost Basis	<ul style="list-style-type: none"> • Develop separate cost bases for land acquisition and development costs to support development of an SDC-in-Lieu of land dedication fee • Evaluate level of service for regional parks and indoor recreation center based on a 30-year planning period • Exclude 50 percent of aquatic & recreation center costs for portion of use that is estimated by out of city users

1.4 Legal Framework

Oregon Revised Statutes (ORS) 223.297 through 223.316 authorize local governments to assess SDCs for the following types of capital improvements:

- Drainage and flood control (i.e., storm water)
- Water supply, treatment, and distribution
- Wastewater collection, transmission, treatment, and disposal
- Transportation
- Parks and recreation

In addition to specifying the infrastructure systems for which SDCs may be assessed, the SDC legislation provides guidelines on the calculation and modification of SDCs, accounting requirements to track SDC revenues, and adoption of administrative review procedures. Key elements of provisions that pertain to the methodology and project list are summarized below.

1.4.1 SDC Structure

An SDC may include a reimbursement fee, an improvement fee, or a combination of the two.

1.4.1.1 Reimbursement Fee

The reimbursement fee is based on the value of available capacity associated with capital improvements already constructed or under construction. The methodology used to calculate the reimbursement fee must consider the cost of existing facilities, prior contributions by existing users, the value of unused capacity, grants, and other relevant factors. The objective of the reimbursement fee methodology is to require new users to contribute an equitable share of the capital costs of existing facilities.

1.4.1.2 Improvement Fee

The improvement fee is designed to recover the costs of planned capital improvements that add system capacity to serve future users. An increase in system capacity may be established if a capital improvement increases the level of performance or service provided by existing facilities or provides new facilities. The portion of the improvements funded by improvement fees must be related to the need for increased capacity to provide service for future users.

1.4.2 Project List

Local governments are required to prepare a capital improvement program or comparable plan, prior to establishment of an SDC, that includes a list of the improvements that the jurisdiction intends to fund with improvement fee revenues and the estimated timing, cost, and eligible portion of each improvement. The project list may be updated at any time. If an SDC is to be increased by a proposed modification to the list, then required action includes: (1) written notice provided to interested parties at least 30 days prior to adoption of the proposed modification and (2) hold a public hearing on the proposed modification if a request is received in writing up to seven days before the date of the planned adoption.

1.4.3 Credits

A credit must be provided against the improvement fee for the construction of “qualified public improvements.” Qualified public improvements are improvements required as a condition of development approval, identified in the adopted SDC project list, and either (1) not located on or contiguous to the property being developed or (2) located in whole or in part, on or contiguous to, property that is the subject of development approval and required to be built larger or with greater capacity than is necessary for the particular development project to which the improvement fee is related. The City’s parks SDC has been divided into two separate components: 1) In-Lieu-of-Land Dedication SDC, and 2) Park SDC, so that the determination of credits may be evaluated separately for developer constructed improvements and land dedication.

1.4.4 Methodology Review and Notification Requirements

The methodology for establishing or modifying improvement or reimbursement fees must be available for public review prior to adoption. The local government must maintain a list of persons who have made a written request for notification prior to the adoption or amendment of such fees that are resultant of a methodology amendment. The requirements for any changes to the fees that represent a modification to the methodology are: (1) 90-day written notice prior to first public hearing, and (2) SDC methodology made available for review 60 days prior to the public hearing.

Application of one or more cost indices periodically is allowable and is not considered a change in the methodology and is therefore not subject to the above review and notification procedures, provided that the index is published by a recognized agency, independent from the methodology, and incorporated into the methodology or adopted separately by ordinance or resolution. Furthermore, “a change in the costs of materials, labor, or real property as applied to projects or project capacity”¹ in the adopted project list are not considered modifications to the SDC methodology. As such, the local government is not required to adhere to the methodology notification provisions.

1.4.5 Other Provisions

Other provisions of the legislation include:

- Deposit of SDC revenues into dedicated accounts and annual accounting of revenues and expenditures, including a list of the amount spent on each project funded, in whole or in part, by SDC revenues.
- Expenditure of SDCs may include costs of complying with the provisions of the law, including costs of developing SDC methodologies and providing an annual accounting of SDC expenditures.
- Creation of an administrative appeals procedure, in accordance with the legislation, whereby a citizen or other interested party may challenge an expenditure of SDC revenues. Furthermore, in the event a written objection to the calculation of an SDC is received, the

¹ 2017 Oregon Revised Statutes 223.304 (8)(b)(A)

local government must provide information on the right to petition for review pursuant to ORS 34.010, and about any locally adopted administrative review procedures.

Section 2 - SDC Cost Basis

2.1 Introduction

The methodology used to calculate parks SDCs begins with the determination of growth costs (the costs in aggregate associated with meeting the capacity needs of future growth). This section presents the projected future growth needs and the basis for determining the costs that will be recovered from growth through the SDCs (“growth share”).

2.2 Planned Level of Service

The City – through adoption of the SDC project list and Parks Master Plan -- is planning for the development of the parks system consistent with the community’s desired LOS. The planned LOS for a particular park or facility type is defined by the equation below:

$$\frac{\text{Existing } Q + \text{Planned } Q}{\text{Future Population Served}} = \text{Planned LOS}$$

Where:

- Q = quantity (acres of parks or square feet of indoor facility space), and
- Future Population Served = projected “equivalent population”

2.2.1 Population and Equivalent Population

Park capacity is measured by the number of people served – both resident population and nonresident employees. Table 2-1 provides population and employment data derived from United States census and the Parks Master Plan under two time periods: 1) 20-year, and 2) 30-year.

Table 2-1 Population and Employment Data

Item	2022	2042	2052	20-Year Growth	30-Year Growth
Employment ¹	15,711	19,501	22,098	3,790	6,387
Population ²	37,967	47,127	53,401	9,160	15,434

¹U.S. Census 2021 On the Map Inflow Outflow analysis

² 2023 Parks Master Plan

The concept of *equivalent population* is used to recognize different utilization levels of parks by the general population (to estimate residential development needs) and employees (to estimate nonresidential development needs). Employees are assumed to have an equivalency factor significantly less than residents (0.23 as shown in Table 2-2), owing to the limited number of

hours available outside of work for park use. Appendix A provides data and assumptions used to calculate the equivalency factor per unit of employment.

Table 2-2 Equivalent Population

	Growth	Equivalency Factors	Residential Equivalents	% Total
20-Year				
Population	9,160	1.00	9,160	91.3%
Employment ¹	3,790	0.23	876	8.7%
Total			10,035	100.0%
30-Year				
Population	15,434	1.00	15,434	91.3%
Employment ¹	6,387	0.23	1,476	8.7%
Total			16,910	100%

¹ Based on hours available for park use and % workers from outside the city as shown in Appendix A.

2.2.2 Current and Future LOS

The following park and facility classifications are included in the SDC analysis:

- Neighborhood Parks
- Community Parks
- Regional/Specialty Parks
- Pocket Parks
- Indoor Recreation Space

Table 2-3 summarizes existing park quantities for each classification for purposes of determining the existing LOS. The LOS for parks is based on acreage, while indoor recreation is based on square feet (SQ FT). The SDC Project List (Appendix B) includes development of both existing undeveloped land and new planned acquisitions. The difference between total future units and total existing units in Table 2-3, are the new units to be acquired. The detailed acquisition and development quantities are shown on the City’s SDC project list included in Appendix B.

Table 2-3 Summary of Existing and Planned Parks and Facilities¹

Type	Unit Type	Total Existing Units	Developed Units		Total Future Units
			Existing Units	Planned Units¹	
Parks					
Neighborhood	Acres	50.4	43.5	30.9	74.4
Community	Acres	99.6	92.7	14.9	107.6
Regional	Acres	25.4	8.5	16.9	25.4
Pocket	Acres	19.7	19.7	0.0	19.7
Indoor Aquatic Space	SQ FT	18,572	18,572	29,175	47,747
Indoor Recreation Space	SQ FT	18,000	18,000	33,725	51,725

¹ Based on SDC Project List (Appendix B); includes existing undeveloped neighborhood and community park acreage

Table 2-4 shows the existing and future developed and total LOS by park type based on the park quantities shown in Table 2-3 and the equivalent population shown in Table 2-2. The SDC Project List identifies planned projects designed to generally maintain (in the case of community and pocket parks) and enhance (in the case of neighborhood and regional parks and indoor recreation centers) the future developed LOS for all park users.

Table 2-4 Existing and Planned Levels of Service (Units per 1,000)

Type	Unit Type	Total Units		Developed Units	
		Equivalent Population (Units/1,000)		Equivalent Population (Units/1,000)	
		Existing	Future	Existing	Future
Neighborhood	Acres	1.21	1.44	1.05	1.44
Community	Acres	2.39	2.08	2.23	2.08
Regional/Specialty ¹	Acres	0.61	0.43	0.20	0.43
Pocket	Acres	0.47	0.38	0.47	0.38
Indoor Aquatic Space ¹	SQ FT	446	816	446	816
Indoor Recreation Facilities ¹	SQ FT	433	884	433	884

¹ Based on 30-year equivalent population

2.2.3 Implications for SDC Cost Basis

The LOS analysis provides a basis for determining the capacity needs of growth by park type to determine an equitable share of project list costs for purposes of development the SDC unit costs. Table 2-5 (next page) shows the development and acquisition park, and facility units needed for growth based on the planned LOS by park type (Table 2-4) and the growth in equivalent population (Table 2-2).

Table 2-5 also shows the quantity of existing City-owned land that will help meet future LOS standards, and the quantity of new land that must be developed to fully realize future LOS standards. For purposes of the capacity analysis, existing development needs are assumed to be met first from the existing inventory of parks and facilities; any additional need resulting from a planned increase in the LOS is met through a portion of the project list improvements.

Project list costs are allocated to growth and existing development in proportion to the quantity of new units needed. As shown in Table 2-5, 100 percent of project list acquisition and development costs for new community parks are needed for growth. Park and facility development projects for other categories help the City achieve a LOS standard that is higher than the existing LOS (as shown in Table 2-4); therefore, a portion of project costs are allocated to existing development also.

Table 2-5 Capacity Needs

Type	Unit Type	Total Units Needed ¹	Units from Existing Inventory ²	Units from Project List ³	Project List Allocation (%) ⁴
Development					
Future Growth					
Neighborhood	Acres	14.5	--	14.5	47%
Community	Acres	20.9	6.0	14.9	100%
Pocket	Acres	3.8	3.8	--	--
Regional	Acres	7.3	--	7.3	43%
Indoor Aquatic	SQ FT	13,800	--	13,800	47%
Indoor Recreation	SQ FT	14,950	--	14,950	44%
Existing Development					
Neighborhood	Acres	59.9	43.5	16.4	53%
Community	Acres	86.7	86.7	--	0%
Pocket	Acres	15.8	15.8	--	0%
Regional	Acres	18.1	8.5	9.6	57%
Indoor Aquatic	SQ FT	33,947	18,572	15,375	53%
Indoor Recreation	SQ FT	36,775	18,000	18,885	56%
Acquisition					
Future Growth					
Neighborhood	Acres	14.5	--	14.5	60%
Community	Acres	20.9	12.9	8.0	100%
Regional	Acres	7.3	7.3	--	--
Existing Development					
Neighborhood	Acres	59.9	50.4	9.5	40%
Community	Acres	86.7	86.7	0.0	0%
Regional	Acres	18.1	18.1	--	--

¹ Future LOS (Table 2-4) x Equivalent Population/1,000 (Table 2-2).

² Existing inventory (from Table 2-3) assumed to first meets needs of existing development; any excess capacity available to meet growth needs.

³ Total need, less units from existing inventory.

⁴ Equal to number of units needed from project list divided by total project list additional units (Table 2-3).

2.3 Improvement Fee Cost Basis

Table 2-6 (next page) summarizes the improvement SDC cost basis by park and facility type. The portion of project-specific acquisition and development costs included in the cost basis reflects the growth allocation percentages shown in Table 2-5 and the list of projects shown in Appendix B. As discussed in Section 1, the current policy recommendations include a 50 percent funding level for Indoor Aquatic and Recreation Center development costs through the SDCs. Therefore, the SDC project list reflects a 50 percent reduction to the growth share for these costs.

Table 2-6 SDC Cost Basis by Park Type

Type	Cost Basis (30-year)	Cost Basis (20-year)		Total Cost Basis
		Acquisition	Development	
Improvement Fee¹				
Neighborhood	--	\$9,395,422	\$5,500,197	\$14,895,619
Community	--	\$5,702,949	\$6,825,061	\$12,528,009
Regional /Specialty	\$6,312,703	--	--	\$6,312,703
Pocket	--	--	\$320,422	\$320,422
Indoor Aquatic/Rec Space	\$9,141,425	--	\$9,141,425	\$9,141,425
Improvement Fee	\$15,454,128	\$15,098,371	\$12,645,679	\$43,198,178
Reimbursement Fee²				
Pocket Parks	--	--	\$3,115,544	\$3,115,544
Community Parks	--	\$1,715,237	\$2,896,788	\$4,612,026
Regional/Specialty	\$99,718	--	--	\$99,718
Subtotal Reimbursement	\$99,718	\$1,715,237	\$6,012,333	\$7,827,288
Combined Imp & Reimb.	\$15,553,846	\$16,813,608	\$18,658,012	\$51,025,466
Est. Compliance Cost	--	--	--	\$553,492
Total SDC Cost Basis	\$15,553,846	\$16,813,608	\$18,658,012	\$51,578,958

¹Costs from Project List in Appendix B

²Costs from City of Oregon City fixed asset report. Community parks based on land acquisition and improvements for a portion of Tyrone S. Woods and Wesley Lynn parks. Pocket parks include past improvements at Canemah Neighborhood Children's Park and Jon Storm park. Regional/specialty park land value based on average commercial cost per acre.

2.4 Reimbursement Fee Cost Basis

As shown in Table 2-5, growth's capacity needs will be met in part by existing parks and facilities, including: 1) prior acquisition of parkland that will be developed by the City during the SDC planning period, and 2) prior development of parks and facilities that will meet capacity need for growth through existing available capacity. The reimbursement fee cost basis is summarized in Table 2-6.

2.5 Compliance Costs

Local governments may spend SDCs on the costs of complying with the SDC statutes. Compliance costs include costs related to developing the SDC methodology and project list, as well as annual accounting, budgeting, and legal costs. Table 2-7 shows the calculation of the estimated compliance costs based on a SDC planning period.

Table 2-7 SDC Compliance Costs

Component	Total Costs¹	Growth		\$/Equivalent Person
		%	\$	
Master Plan	\$550,000	35%	\$193,492	\$19.28
Accounting, Budgeting, Legal	\$200,000	100%	\$200,000	\$19.93
SDC Methodology Update	\$160,000	100%	\$160,000	\$15.94
Total	\$910,000		\$553,492	\$55.15

¹20-Year planning period

Section 3 - SDC Assessment

3.1 Introduction

Once the aggregate growth costs have been determined, the next step in the methodology is to determine how the SDCs will be assessed to individual developments. The SDC for each development is based on the unit cost per person and the number of people attributable to the development. This section presents the unit costs, and the estimated people per unit for different development types.

3.2 Unit Costs (\$/Person)

The unit costs are shown below in Table 3-1. City-wide growth costs (from Table 2-6) for all park and facility types except neighborhood parks, are allocated between residential and nonresidential development based on each group's share of future equivalent population (from Table 2-2). The growth in population and employees (from Table 2-1) are then divided into the residential and nonresidential share of growth costs, respectively to determine the costs per unit, which are shown in Table 3-1, inclusive of compliance costs per unit from Table 2-7.

Table 3-1 SDC Unit Cost Calculation

	Growth Costs		Growth Units	\$/Unit		Total w/Compliance
	Acquis.	Develop.		Acquis.	Develop.	
20-Year Costs						
<i>Improvement Fee</i>						
Growth Costs						
Residential	\$14,600,664	\$12,022,079	9,160	\$1,594	\$1,313	--
Nonresidential	\$497,707	\$623,600	3,790	\$131	\$165	--
Total	\$15,098,371	\$12,645,679				
<i>Reimbursement Fee</i>						
Growth Costs						
Residential	\$1,565,545	\$5,487,625	9,160	\$171	\$599	--
Nonresidential	\$149,692	\$524,707	3,790	\$39	\$138	--
Total	\$1,715,237	\$6,012,333				
30-Year Costs						
<i>Improvement Fee</i>						
Growth Costs						
Residential	--	\$14,105,418	15,434	\$0	\$914	--
Nonresidential	--	\$1,348,710	6,387	\$0	\$211	--
Total	\$0	\$15,454,128				
<i>Reimbursement Fee</i>						
Growth Costs						
Residential	--	\$91,016	15,434	\$0	\$6	--
Nonresidential	--	\$8,703	6,387	\$0	\$1	--
Total	\$0	\$99,718				
Total Costs	\$16,813,608	\$34,211,858	--	--	--	\$51,578,958
Residential	--	--	--	\$1,765	\$2,831	\$4,652
Nonresidential	--	--	--	\$171	\$515	\$707

3.3 Residential Development Occupancy Assumptions

Park SDCs are assessed to residential developments based on the number of dwelling units and the estimated occupancy per dwelling. The City’s current SDC is assessed uniformly to each *type* of dwelling unit (i.e., single family, multifamily), regardless of size. Updated occupancy estimates and SDC structures for each type of dwelling are discussed below.

3.3.1 Single-Family Residential and Middle Housing

As discussed previously, a key policy recommendation in the SDC update process was the development of a scaled or tiered SDC structure for single-family residential and middle housing development. The specific tier breakpoints and occupancy factors shown in Table 3-2 below reflect the SDC methodology adopted by the Water Environment Services. For purposes of the parks SDCs, the occupancy factors are applied to the average people per dwelling unit for structures with one (1) to four (4) units, based on American Community Survey data for Oregon City.

Table 3-2 Single-Family/Middle Housing Dwelling Unit Occupancy

Category	Avg. People per Dwelling Unit	Occupancy Factor ²
Single/Middle Housing Average ¹	2.68	
5-Tier Structure		
<800 SQ FT	1.88	70%
800-1,799 SQ FT	2.41	90%
1,800-2,999 SQ FT	2.68	100%
3,000-3,799 SQ FT	2.95	110%
>3,800 SQ FT	3.22	120%

¹ Source: 2022 American Community Survey 5-Year average

² Scaling factors reflect Water Environment Services SDCs. Includes manufactured homes not in a park.

3.3.2 Multifamily Residential

U.S. Census data were also used to estimate occupancy for all multifamily residential dwelling units (defined as structures with five or more units) which, as shown in Table 3-3, averages 1.78 persons per dwelling unit.

Table 3-3 Multifamily Dwelling Unit Occupancy

Category	Avg. People per Dwelling Unit
Multifamily Dwelling (Avg.) ¹	1.78

¹ 2022 American Community Survey 5-Year average. Includes manufactured homes in parks.

3.4 Nonresidential Development

Employees working in the City use the parks and recreation system. For this reason, the parks SDC is assessed on all nonresidential development types (industrial, commercial, office use,

institutional, etc.) based on estimated number of employees as estimated from regional employee density (number of employees per SQ FT of building space) estimates by land use category. Employee density assumptions are shown in Table C-1 (Appendix C) based on regional planning studies.

3.5 SDC Schedule

The SDC for each development type is determined by multiplying the total cost per person from Table 3-1 by the average number of people per unit for each development type. Table C-1 in Appendix C includes the updated SDCs and occupancy assumptions for each category.

3.4.1 Inflationary Adjustments

As allowed by Oregon law, the City may periodically update the SDCs by resolution based on application of one or more cost indices. The City may make future changes to the inflationary adjustment process, assumptions and cost indices through adoption of a separate Board resolution.

Appendix A - Residential Equivalency

Introduction

Nonresidential development creates demand for parks through employees (living inside or outside the City) that use parks in conjunction with commuting, lunch or other breaks during the workday, company picnics, or other activities, and through overnight visitors that come to the area to recreate or otherwise participate in park-related activities in conjunction with their visit.

While the notion of a nexus between nonresidential development and park system capacity needs is accepted broadly, specific assumptions of how much park usage may be attributable to nonresidential development relative to residential development vary across jurisdictions and often reflect local policy considerations. The impact on parks from employees relative to residents is referred to as the “residential equivalency.”

Hours of Opportunity Model

The City’s SDC methodology determines the residential equivalency for employees based on an “hours of opportunity” model. This approach establishes estimated park usage based on the number of hours different types of users have available during the day to visit parks. It assumes that employees have opportunities to use parks during the weekdays for a limited time (generally before or after work, and during breaks). In comparison, residents are assumed to have potential use of parks during non-work or school hours (for employed adults or school age children), or throughout the day (in the case of residents who are unemployed or otherwise not in the work force). Nonresident employees are generally assumed to have the lowest potential park use opportunity due to the need to travel from outside the service area.

Table A-1 provides detailed assumptions related to the hours of park use available to resident and nonresident groups. The assumptions shown in the table are like those used by many other agencies in Oregon. The calculated residential equivalency factors from an hours of opportunity approach vary based on the demographics of the specific service area, and whether the nonresidential development impact is assumed to include park usage from both workers living inside the service City and outside, or just outside the area (as in the case of the City’s SDC methodology).

Table A-1 Weighted Average Park Availability Hours by Class

Season/Period	Residents				
	Not-Employed Adult	Kids (5-17)	Employed Inside	Employed Outside	Non-Resident Employee
Summer (Jun-Sep)					
Weekday					
Before Work			1		1
Breaks			1		1
After Work			2		2
Other Leisure	12	12	2	2	0
Subtotal	12	12	6	2	4
Weekend					
Leisure	12	12	12	12	0
Subtotal	12	12	12	12	0
Hours/Day	12.00	12.00	7.71	4.86	2.86
Spring/Fall (Apr/May, Oct/Nov)					
Weekday					
Before Work			0.5		0.5
Breaks			1		1
After Work			1		1
Other Leisure	10	4	2	2	0
Subtotal	10	4	4.5	2	2.5
Weekend					
Leisure	10	10	10	10	0
Subtotal	10	10	10	10	0
Hours/Day	10.00	5.71	6.07	4.29	1.79
Winter (Dec-Mar)					
Weekday					
Before Work			0.5		0.5
Breaks			1		1
After Work			0.5		0.5
Other Leisure	8	2	1	1	0
Subtotal	8	2	3	1	2
Weekend					
Leisure	8	8	8	8	0
Subtotal	8	8	8	8	0
Hours/Day	8.00	3.71	4.43	3.00	1.43
Annual Average					
Weighted Hours	10.00	7.14	6.07	4.05	2.02

Application of Model to Oregon City Demographic Data

Table A-2 provides the demographic data used to determine the seasonally weighted average number of hours available for park use per person per day for residents (7.51) and nonresident employees (2.02).

Table A-2 Estimation of Potential Park Use

Category	Persons¹	Avg. Hours Per person/day	Person Hours/Day
Residents			
Kids (5-17)	6,048	7.14	43,185
Non-Employed Adults	11,099	10.00	110,979
Employed Adults			
Work in City	2,240	6.07	13,597
Work out of City	15,440	6.07	93,730
Subtotal	34,827	7.51	261,491
Nonresidents			
Employed Adults	13,471	2.02	27,257

¹U.S. Census 5Y 2022 DP03, DP05, and On the Map Inflow Outflow analysis

Table A-3 shows the calculation of the residential equivalency per employee based on the assumptions in Table A-1 and A-2, and). The residential equivalency of 0.231 is the product of the nonresident employee usage factor ($2.02/7.51 = 0.27$) and the portion of employees that work in the area but live outside (86 percent).

Table A-3 Residential Equivalency per Employee

Category	Value	Factor
Average Hours/person/day		
Resident weighted average	7.51	
Nonresident employee	2.02	0.27
Employees working in Oregon City ¹		
Living inside area	2,240	
Living outside area	13,471	0.86
Total	15,711	
Residential Equivalency per Employee (0.27 X 0.86) =		0.231

¹U.S. Census 2021 On the Map Inflow Outflow analysis

Appendix B - Project List

Table B-1 Draft Parks & Recreation SDC Project List (000's)

Project	SDC Classification	Timing	Land Acquisition Cost	Development Cost	Total Cost	New Capacity Units	Growth Development \$	Growth Acquisition \$	Total Growth Share	Total Growth \$
<i>Existing Park Development</i>										
Clairmont Way	Neighborhood	3-5 years		\$1,594	\$1,594	-	\$747	\$0	47%	\$747
Tyrone S Woods - Phase 2	Community	1-2 years		\$2,750	\$2,750	2.60	\$2,750	\$0	100%	\$2,750
Wesley Lynn - Phase 2	Community	3-5 years		\$1,418	\$1,418	4.27	\$1,418	\$0	100%	\$1,418
Park Place Park - Phase 2	Neighborhood	1-2 years		\$1,700	\$1,700	2.05	\$797	\$0	47%	\$797
Subtotal Existing Parks				\$7,462	\$7,462	8.92	\$5,712	\$0	77%	\$5,712
<i>New Land Acq. & Development</i>										
Park Place Concept Area	Community	5-7 years	\$5,200	\$2,657	\$7,857	8.00	\$2,657	\$5,200	100%	\$7,857
Park Place Concept Area (New)	Neighborhood		\$1,950	\$996	\$2,946	3.00	\$467	\$1,174	56%	\$1,641
Thimble Creek Concept Area	Neighborhood	5-7 years	\$6,500	\$3,321	\$9,821	10.00	\$1,556	\$3,915	56%	\$5,471
Meyers Road Area	Neighborhood	8+ years	\$3,900	\$1,993	\$5,893	6.00	\$934	\$2,349	56%	\$3,283
Partlow Road Area	Neighborhood	8+ years	\$3,250	\$1,661	\$4,911	5.00	\$778	\$1,957	56%	\$2,735
Subtotal New Parks			\$20,800	\$10,628	\$31,428	32.00	\$6,392	\$14,595	67%	\$20,987
<i>Existing Park Upgrades</i>	Varies	1-10 years		\$6,286	\$6,286		\$1,045	\$0	17%	\$1,045
<i>Clackamette Park Master Plan</i>										
Park development	Regional	5-10 years		\$12,068	\$12,068		\$5,243	\$0	43%	\$5,243
Boat ramp Upgrade		5-10 years		\$1,854	\$1,854		\$434	\$0	23%	\$434
RV Park Relocation and Development		5-10 years		\$1,545	\$1,545		\$0	\$0	0%	\$0
Subtotal Clackamette Park			\$0	\$15,467	\$15,467		\$5,676	\$0	37%	\$5,676
New Pool & Recreation Center	Indoor Facilities	5-10 years		\$40,000	\$40,000		\$9,141	\$0	23%	\$9,141
End of the Oregon Trail Redevelopment ¹	Regional	5-10 years		\$1,465	\$1,465		\$636	\$0	43%	\$636
Total Project List			\$20,800	\$81,308	\$102,108		\$28,603	\$14,595	42%	\$43,198
¹ Improvement costs limited to development of park land (no improvements to facility)										

Appendix C - SDC Schedule

Table C-1 SDC Schedule

	Impact/ Unit	SDC-in-Lieu of Dedication (Land Acq.)	Parks SDC (Development)	Combined SDC	
Residential	Persons/ Dwelling	\$/Dwelling Unit	\$/Dwelling Unit	\$/Dwelling Unit	
<i>Single/Middle Housing Average¹</i>	Factor²				
<800 SQ FT	70%	1.88	\$3,311	\$5,415	\$8,726
800-1,799 SQ FT	90%	2.41	\$4,257	\$6,962	\$11,219
1,800-2,999 SQ FT	100%	2.68	\$4,730	\$7,736	\$12,466
3,000-3,799 SQ FT	110%	2.95	\$5,203	\$8,510	\$13,713
>3,800 SQ FT	120%	3.22	\$5,676	\$9,283	\$14,959
<i>Multifamily >5 units (Avg.)³</i>	2.00	1.78	3,142	\$5,138	\$8,280
Nonresidential	Emp/ KSF⁴	\$/ 1,000 SQ FT	\$/ 1,000 SQ FT	\$/ 1,000 SQ FT	
Manufacturing					
Ag., Fish & Forest Services; Construction, Mining	1.69	\$289	\$909	\$1,199	
Food & Kindred Products	1.59	\$271	\$852	\$1,123	
Textile & Apparel	1.08	\$184	\$577	\$760	
Lumber & Wood	1.56	\$267	\$838	\$1,105	
Furniture; Clay, Stone & Glass; Misc.	1.32	\$225	\$706	\$931	
Paper & Allied	0.63	\$107	\$335	\$442	
Printing, Publishing & Allied	2.22	\$380	\$1,192	\$1,572	
Chemicals, Petroleum, Rubber, Leather	1.39	\$237	\$745	\$982	
Primary & Fabricated Metals	2.38	\$407	\$1,277	\$1,684	
Machinery Equipment	3.33	\$569	\$1,788	\$2,357	
Electrical Machinery, Equipment	2.50	\$427	\$1,341	\$1,768	
Transportation Equipment	1.43	\$244	\$766	\$1,010	
Transportation and Warehousing	0.30	\$52	\$163	\$215	
Communications and Public Utilities	2.17	\$371	\$1,166	\$1,537	
Wholesale Trade	0.72	\$123	\$386	\$509	
Retail Trade	2.13	\$363	\$1,141	\$1,505	
Finance, Insurance & Real Estate	2.70	\$462	\$1,450	\$1,911	
Non-Health Services	1.30	\$222	\$697	\$919	
Health Services	2.86	\$488	\$1,533	\$2,021	
Educational, Social, Membership Services	1.35	\$231	\$725	\$956	
Government	1.89	\$322	\$1,012	\$1,334	

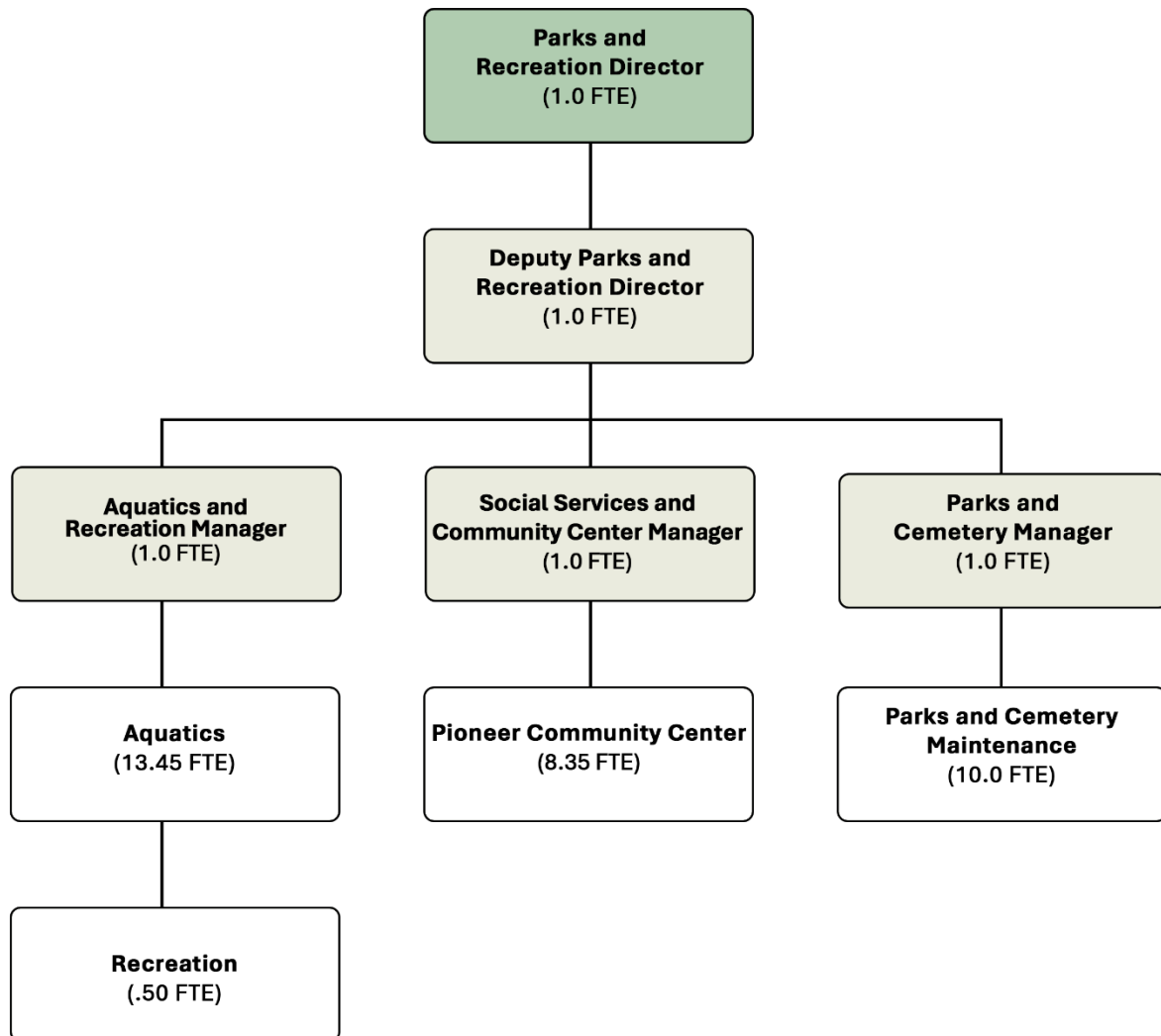
¹ Source: 2022 American Community Survey 5-Year average

² Scaling factors reflect Water Environment Services SDCs. Includes manufactured homes not in a park.

³ Includes manufactured homes in a park

⁴ 1999 Metro Emp. Density Study

PARKS AND RECREATION



Total 38.39 FTE

This chart reflects the City’s organizational reporting structure. For information about how budgeted expense is allocated to, and reported within, funds and departments, see the Personnel portion of the Additional Information section at the end of this document.

PARKS AND RECREATION

OVERVIEW

The Parks and Recreation Department creates community in the City through people, parks, and programs. The Department provides space to learn and play as well as programs, services and activities for groups of all ages. The department promotes health and wellness through its recreational facilities and programming; it also maintains the cemetery. The functions of the Parks and Recreation Department are assigned to five major programs: Parks Operations Maintenance, Aquatics & Recreation, Community Events and Admin, Pioneer Community Center, Ermatinger House, and Mountain View Cemetery.

MISSION

To create recreation, leisure and cultural opportunities by providing high quality parks, facilities, programming and support services to people of all ages. We enhance the quality of life within the community.

DEPARTMENT GOALS

- ❖ **COMMISSION GOAL – INVEST IN CITY FACILITIES AND INFRASTRUCTURE**
 - ◆ Complete End of the Oregon Trail master plan
 - ◆ Complete Aquatics and Recreation Center master plan
- ❖ **COMMISSION GOAL – IMPROVE PARK LANDS AND NATURAL RESOURCES**
 - ◆ Complete tree canopy assessment on parkland
 - ◆ Implement a deferred maintenance program to replace or repair outdated assets in parks
 - ◆ Implement the Clackamette Park Master Plan – Phase I

SIGNIFICANT BUDGET CHANGES

The budget includes funding for deferred parks maintenance.



PARKS AND RECREATION EXPENDITURES (COMBINED)

Description	2019-2021	2021-2023	2023-2025	2025-2026	2026-2027	2025-2027
	Actual	Actual	Amended Budget	Proposed Budget	Proposed Budget	Proposed Biennium
Personnel Services						
Salaries	\$ 3,623,526	\$ 4,253,563	\$ 5,353,500	\$ 2,575,500	\$ 2,683,500	\$ 5,259,000
Benefits	2,231,297	2,536,724	3,186,100	1,817,800	1,895,800	3,713,600
Total Personnel Services	5,854,823	6,790,287	8,539,600	4,393,300	4,579,300	8,972,600
Materials & Services						
Professional & Technical Services	149,022	459,236	335,400	70,600	70,700	141,300
Repair & Maintenance Services	1,007,666	1,337,643	1,372,000	838,000	860,100	1,698,100
Other Services	2,969	9,522	3,000	5,500	5,500	11,000
Employee Costs	45,779	75,756	94,500	62,800	62,900	125,700
Operating Materials & Supplies	309,208	458,311	486,800	235,200	238,600	473,800
Office & Administrative Supplies	124,712	197,471	220,800	128,600	134,300	262,900
Special Programs	662,998	271,977	808,400	466,600	466,100	932,700
Total Materials & Services	2,302,354	2,809,916	3,320,900	1,807,300	1,838,200	3,645,500
Capital Outlay	1,360,863	1,614,284	593,000	10,000	520,000	530,000
Principal & Interest	-	33,552	51,800	10,600	10,800	21,400
Transfers Out	343,826	220,000	329,000	200,600	216,800	417,400
Total Expenditures	9,861,866	11,468,039	12,834,300	6,421,800	7,165,100	13,586,900
Total Parks & Recreation	\$ 9,861,866	\$11,468,039	\$12,834,300	\$ 6,421,800	\$ 7,165,100	\$13,586,900

Parks and Amenities	Basketball Courts	BBQ's	Benches	Boat Dock	Boat Launch	Child's Play Area	Dog Pots	Drinking Fountains	Electricity	Horseshoe Pits	Park Host	Parking Spaces	Picnic Tables	Skate Park	Soccer Fields	Softball Diamonds	Spray Park	Tennis Courts	Trail/Walking Path	Restrooms (seasonal)	Walk Bridge/ Observation Deck	Volleyball Court	
Abernethy Creek																							
Atkinson																							
Barclay Hills																							
Canemah Childrens																							
Chapin																							
Carnegie																							
Clackamette																							
Clackamette Cove Trail																							
D.C. Latourette																							
Dement																							
End of the Oregon Trail																							
Hartke																							
Hazel Grove																							
Hazelwood																							
Hillendale																							
Jon Storm																							
McLoughlin Promenade																							
Old Canemah																							
Park Place																							
Richard Bloom Tots																							
River Access Trail																							
Rivercrest																							
Singer Creek																							
Sportcraft																							
Stafford																							
Tyrone S. Woods																							
Waterboard																							
Wesley Lynn																							

PARKS MAINTENANCE

OVERVIEW

The Parks and Cemetery Maintenance department provides the community with a system of neighborhood, community and regional parks which include play equipment, sports facilities and open green spaces. The department oversees 38 park sites, 2 boat ramps, a 56-acre cemetery and an RV Park. The department ensures these facilities are safe, clean and ready for use. We provide picnic facilities, shelters, restrooms and other facilities to support an active recreation program.

ACCOMPLISHMENTS

- ❖ Completed playground repairs throughout the Park system
- ❖ Identified and constructed new ADA improvements in playgrounds and on walkways
- ❖ Completed pollinator gardens at River Access Trail and the Swimming Pool
- ❖ Completed multiple improvements to our spray parks and irrigation systems to reduce water usage
- ❖ Cooperatively worked with Oregon City Youth Sports to renovate multiple infields throughout the system
- ❖ Cooperatively worked with Oregon City Soccer to install a new goal cage at Chapin
- ❖ Cooperatively worked with GOCWC and Oregon City Parks Foundation on ivy removal at Atkinson Park and Waterboard Park
- ❖ Continued to identify sites and plant trees and native plant material as part of reforestation goals
- ❖ Completed training for staff including Certified Playground Safety Inspector and Pesticide Applicator Licensing

- ❖ Completed the Oregon City Parks and Recreation Master Plan update
- ❖ Began implementation of the Clackamette Park Master Plan with archaeological investigations
- ❖ Successfully awarded an Oregon State Marine Board Boating Facilities Grant for archaeological work on the new boat ramp site
- ❖ Developed a 20-year Capital Improvement Plan in conjunction with the Parks system development charge (SDC) update and the Parks and Recreation Master Plan update
- ❖ Parks system development charge (SDC) update in progress

GOALS AND PROJECTS

- ❖ Maintain city parks and open spaces to the highest possible standards with available resources
- ❖ Seek funding options to create sustainable revenue streams
- ❖ Implement Metro Local Share projects, with community input on project selection
- ❖ Implement Clackamette Park Master Plan with stakeholders and public process. Prioritize boat ramp relocation while seeking funding sources
- ❖ Develop a 5-year Parks Capital Improvement Plan with public input on prioritization
- ❖ Support ongoing Tree City USA designation
- ❖ Address trail maintenance and repair needs ensuring ADA compliance
- ❖ Complete playground upgrades and repairs throughout the parks system
- ❖ Complete shelter, bench, and picnic table upgrades and repairs throughout the parks system.
- ❖ Seek opportunities for community engagement

PARKS MAINTENANCE EXPENDITURES

Description	2019-2021	2021-2023	2023-2025	2025-2026	2026-2027	2025-2027
	Actual	Actual	Amended Budget	Proposed Budget	Proposed Budget	Proposed Biennium
Personnel Services						
Salaries	\$ 1,480,080	\$ 1,724,130	\$ 1,823,200	\$ 678,100	\$ 711,900	\$ 1,390,000
Benefits	1,042,070	1,261,292	1,095,500	601,400	628,200	1,229,600
Total Personnel Services	2,522,150	2,985,422	2,918,700	1,279,500	1,340,100	2,619,600
Materials & Services						
Professional & Technical Services	146,718	453,374	320,400	65,900	66,000	131,900
Repair & Maintenance Services	588,470	734,760	567,400	350,500	369,500	720,000
Other Services	1,851	2,325	-	-	-	-
Employee Costs	25,004	34,959	33,600	27,900	29,500	57,400
Operating Materials & Supplies	206,798	347,330	232,200	79,400	80,700	160,100
Office & Administrative Supplies	48,830	83,913	54,800	43,600	41,100	84,700
Special Programs	465,966	38,839	485,000	245,600	245,600	491,200
Total Materials & Services	1,483,637	1,695,500	1,693,400	812,900	832,400	1,645,300
Capital Outlay	1,179,787	1,510,193	186,000	10,000	520,000	530,000
Principal & Interest	-	33,552	51,800	10,600	10,800	21,400
Transfers Out	193,826	220,000	329,000	191,700	207,700	399,400
Total Parks Maintenance	\$ 5,379,400	\$ 6,444,667	\$ 5,178,900	\$ 2,304,700	\$ 2,911,000	\$ 5,215,700

BUDGET HIGHLIGHTS

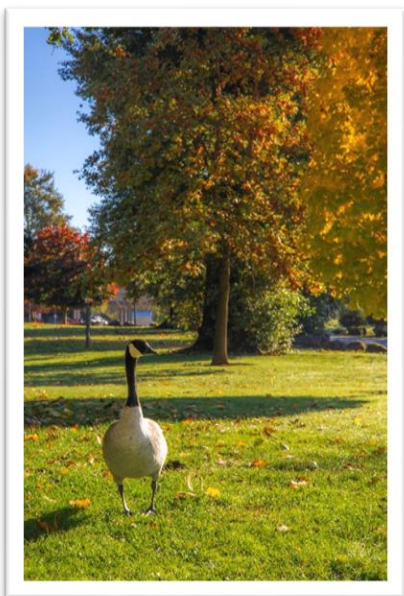
This budget includes additional maintenance costs associated with inflation and increased material costs. Significant expenses are highlighted below:

Repair & Maintenance Services refer to supplies and equipment maintenance. Vehicle maintenance and tree maintenance accounts for the majority of these costs.

Operating Materials & Supplies account for materials purchased for parks operations including equipment to improve sports fields.

Special Programs include Transient Room Taxes paid by the RV Park.

Capital Outlay includes Metro Local Share funding for a new dog park and habitat restoration at Wesley Lynn Park (\$105,000) and a restroom replacement at Hillendale Park (\$400,000).



CEMETERY

OVERVIEW

Cemetery Operations provides families with options for the needs of their loved ones to be placed in a pleasant and serene surrounding. The city cemetery, including the historically important Pioneer Cemetery, is maintained, enhanced and protected. Operations of the Mountain View Cemetery include full body burials, cremations garden, mausoleum, and grounds maintenance.

ACCOMPLISHMENTS

- ❖ Installed a new niche wall at Mt. View Cemetery
- ❖ Completed Veterans Memorial Renovation

GOALS AND PROJECTS

- ❖ Complete Phase II of the Parents of Murdered Children memorial at Mt. View Cemetery



CEMETERY EXPENDITURES

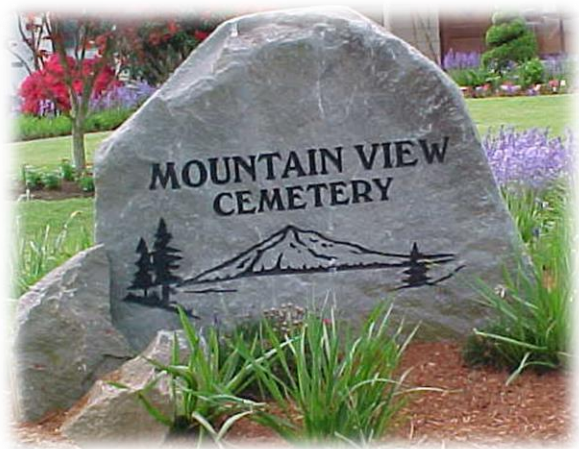
Description	2019-2021	2021-2023	2023-2025	2025-2026	2026-2027	2025-2027
	Actual	Actual	Amended Budget	Proposed Budget	Proposed Budget	Proposed Biennium
Personnel Services						
Salaries	\$ -	\$ -	\$ 539,800	\$ 285,200	\$ 295,500	\$ 580,700
Benefits	-	-	421,100	240,400	251,000	491,400
Total Personnel Services	-	-	960,900	525,600	546,500	1,072,100
Materials & Services						
Professional & Technical Services	-	-	10,000	2,200	2,200	4,400
Repair & Maintenance Services	-	-	95,600	62,900	62,800	125,700
Employee Costs	-	-	11,200	6,100	6,100	12,200
Operating Materials & Supplies	-	-	129,800	68,500	68,500	137,000
Office & Administrative Supplies	-	-	33,000	16,600	13,200	29,800
Total Materials & Services	-	-	279,600	156,300	152,800	309,100
Capital Outlay	-	-	267,000	-	-	-
Total Cemetery	\$ -	\$ -	\$ 1,507,500	\$ 681,900	\$ 699,300	\$ 1,381,200

Prior to the 2025-2027 biennium, Cemetery expenditures were recorded in the Park Maintenance department.

BUDGET HIGHLIGHTS

Repair & Maintenance Services refer to supplies and equipment maintenance as well as vehicle maintenance accounts for the majority of these costs.

Operating Materials & Supplies account for materials purchased for cemetery operations including chemicals, boxes and liners, headstones, and name plates.



RECREATION AQUATICS

OVERVIEW

The Recreation and Aquatics Division provides high-quality programs, events, and facilities that serve all ages in our community. We strive to meet high standards in aquatic safety, customer service, and facility maintenance, ensuring a safe, fun, and well-supervised environment. As the only public swimming pool in Oregon City, we play a vital role in offering programs that teach lifesaving water skills, promote lifelong fitness, and support overall community health. In a city surrounded by bodies of water, expanding access to swim lessons and water safety education remains one of our highest priorities.

Beyond the pool, we provide enriching experiences through our youth camps, giving children opportunities for recreation, social connection, and personal growth. Our commitment to community engagement extends to hosting and supporting beloved events such as Movies in the Park, the Daddy-Daughter Dinner Dance, and various cultural series that celebrate the diversity of our city.

Through these efforts, the Recreation and Aquatics Division remains a cornerstone of community enrichment, fostering connections, lifelong learning, and public well-being.

ACCOMPLISHMENTS

- ❖ Continued surveying and improving our swim lesson offerings and finding new ways to provide water safety education
- ❖ Received a grant to purchase our own Movies in the Park equipment, allowing us to support more cultural events and expand water safety resources
- ❖ Continued to provide a safe, professional, and clean facility for the community and keeping up on the building improvements needed to continue operations
- ❖ Continued to offer programs, such as swim lesson tests, longer day camps, and special events like our Glow Swims that appealed to the public, drove up attendance, and brought in additional revenue

- ❖ Contracted with new businesses to help expand swim lesson offerings during slower times of the day
- ❖ Invested in training aquatic staff as Lifeguard Instructors to allow for more staff to help with certifications, better onsite supervision, and higher quality in-service training
- ❖ Increased participation in our Junior Camp Counselor program
- ❖ Expanded offerings for full day camps in the summer
- ❖ Completed a series of cultural events in 2024 with expanded partnerships

GOALS AND PROJECTS

- ❖ Maintain the facility to ensure continued upkeep and safety for the public. Priority projects being the plastering of the pool shell, retiling, and redoing the deck surface
- ❖ Increase training and certifications for Head Lifeguard Staff. Ensure all Head Guard Staff are Lifeguard Instructors, identify more to become Pool Operators to align with public codes and improve the quality of programs offered
- ❖ Evaluate programs against trends to identify areas that are underserved and continue to seek creative ways to program the pool and community room to meet those trends
- ❖ Strive to be fiscally conservative and program facility space and time efficiently to maximize revenue to help offset increased expenses
- ❖ Implement new ways of providing water safety education and getting more access to members of the community for swim lessons as formal swim lessons prevent drowning by 88% and drowning continues to be the lead cause of death for children 1-4 and second leading cause of kids 5-12
- ❖ Keep growing our volunteer opportunities within our programs, including a junior swim lesson instructor program
- ❖ Continue to seek additional partnerships within the community and work with the schools to offer programming during school hours, including swim lessons, fitness classes, and certification classes

RECREATION AQUATICS EXPENDITURES

Description	2019-2021	2021-2023	2023-2025	2025-2026	2026-2027	2025-2027
	Actual	Actual	Amended Budget	Proposed Budget	Proposed Budget	Proposed Biennium
Personnel Services						
Salaries	\$ 815,477	\$ 1,047,934	\$ 1,231,100	\$ 814,700	\$ 842,500	\$ 1,657,200
Benefits	364,872	392,261	476,300	422,600	443,100	865,700
Total Personnel Services	1,180,349	1,440,195	1,707,400	1,237,300	1,285,600	2,522,900
Materials & Services						
Professional & Technical Services	2,179	2,880	4,000	2,000	2,000	4,000
Repair & Maintenance Services	235,192	272,124	260,600	144,500	145,400	289,900
Other Services	1,118	7,197	2,000	5,000	5,000	10,000
Employee Costs	9,946	15,727	18,500	10,300	8,800	19,100
Operating Materials & Supplies	50,977	53,804	61,000	54,900	57,000	111,900
Office & Administrative Supplies	35,693	37,780	57,800	14,000	22,200	36,200
Special Programs	8,136	9,135	17,400	30,300	29,800	60,100
Total Materials & Services	343,241	398,647	421,300	261,000	270,200	531,200
Capital Outlay	9,938	38,209	75,000	-	-	-
Total Recreation Aquatics	\$ 1,533,528	\$ 1,877,051	\$ 2,203,700	\$ 1,498,300	\$ 1,555,800	\$ 3,054,100

BUDGET HIGHLIGHTS

Previously, this budget was divided between two departments: Recreation and Recreation Aquatics. To improve consistency and better reflect operational oversight, we have consolidated the items from Recreation that fall under the responsibilities of the Aquatic and Recreation Manager into the Recreation Aquatics. This adjustment ensures a more accurate allocation of resources, recognizing that many staff members and resources serve both Recreation and Aquatics programs. By streamlining these budgets, we can enhance efficiency, improve financial tracking, and better support the shared needs of both divisions.

Personnel Services increases include the addition of an Aquatic Coordinator, who will

oversee scheduling during late afternoons and evenings when management is not onsite. This position will enhance staff training and retention, elevate the quality of water safety programs, and ensure greater compliance with aquatic codes by maintaining a Certified Pool Operator certification. Having a dedicated staff member with this certification onsite will provide consistency in facility operations. Additionally, this role will support increased in-service training requirements and help uphold the standard of care essential for a well-managed aquatic facility.

Repair & Maintenance Services includes electric and gas utilities as well as costs to maintain the pool building.

PIONEER COMMUNITY CENTER

OVERVIEW

The Pioneer Adult Community Center is a multipurpose facility offering nutritional, recreational, educational, and social services to adults in the community. The primary goal of the Center is to enhance the quality of life for older adults and disabled residents of the community and provide an opportunity for the elderly to maintain an independent lifestyle.

The program serves approximately 37,000 Meals on Wheels, 7,000 congregate meals, and provides 6,000 rides each year. In addition, approximately 18,500 visitations occur for the Center's recreational opportunities and nearly 60,000 units of social services are provided annually. The Pioneer Center is a highly used facility and is rented for various private events and meetings. Approximately 90,000 people are served annually as staff strive to serve to accommodate as many users as possible. The division continually seeks to collaborate to host events and activities that benefit our community and its residents.

ACCOMPLISHMENTS

- ❖ Expanded the Meals on Wheels program from 2 delivery days of service to 4
- ❖ Reopened the congregate dining program fully to 5 days of service per week
- ❖ Completed scheduled slider door replacements to enhance safety and security of facility
- ❖ Completed ADA upgrades to all door hardware throughout the building
- ❖ Completed the reception reconfiguration project with ADA upgrades
- ❖ Received a grant award for the congregate dining program in the amount of \$22,482.45 for enhanced patron experience through the purchase of new tables, décor, linens, sound and kitchen equipment
- ❖ Received a grant award in the amount of \$50,000 for the installation of security cameras throughout our property as part of

the State's transportation infrastructure grant

- ❖ Completed successful recruitment for the vacant positions of Social Service Programmer and Rental and Events Coordinator
- ❖ Expanded staffing to include needed PT Van Driver and Fitness Instructor as programs reopened and expanded
- ❖ Successfully recruited and managed 115 new volunteers during this biennium
- ❖ Passed all required inspections and audits

GOALS AND PROJECTS

- ❖ Enhance programs and services to provide full use of the Pioneer Center and meet the needs of the aging and disabled population and the community
- ❖ Manage budget to support services to seniors and disabled in the most productive way
- ❖ Monitor customer needs and program trends; add needed programs or eliminate underutilized programs
- ❖ Continue to seek additional partnerships within the community
- ❖ Recruit and manage a large pool of volunteers for continued high service requests once re-opened
- ❖ Continue to offer staff training to ensure high quality of customer service
- ❖ Invest time, effort, and funding into professional development and staff retention
- ❖ Complete kitchen remodel project to replace equipment that poses maintenance challenges, non-useable and outdated equipment
- ❖ Complete roof replacement project
- ❖ Increase community engagement and marketing opportunities to educate, inform, and gather feedback and input

PIONEER COMMUNITY CENTER EXPENDITURES

Description	2019-2021 Actual	2021-2023 Actual	2023-2025 Amended Budget	2025-2026 Proposed Budget	2026-2027 Proposed Budget	2025-2027 Proposed Biennium
Personnel Services						
Salaries	\$ 1,013,451	\$ 1,131,451	\$ 1,362,300	\$ 696,600	\$ 728,400	\$ 1,425,000
Benefits	654,984	687,292	947,600	503,500	527,200	1,030,700
Total Personnel Services	1,668,435	1,818,743	2,309,900	1,200,100	1,255,600	2,455,700
Materials & Services						
Professional & Technical Services	-	-	1,000	500	500	1,000
Repair & Maintenance Services	159,992	276,095	247,000	161,100	162,000	323,100
Employee Costs	4,051	2,498	4,600	3,700	3,700	7,400
Operating Materials & Supplies	21,888	34,605	37,000	23,000	23,000	46,000
Office & Administrative Supplies	28,572	48,184	44,000	30,400	35,500	65,900
Special Programs	54,115	49,394	107,000	61,500	61,500	123,000
Total Materials & Services	268,618	410,776	440,600	280,200	286,200	566,400
Capital Outlay	155,934	65,336	57,000	-	-	-
Transfers Out	-	-	-	8,900	9,100	18,000
Total Pioneer Community Center	\$ 2,092,987	\$ 2,294,855	\$ 2,807,500	\$ 1,489,200	\$ 1,550,900	\$ 3,040,100

BUDGET HIGHLIGHTS

Materials & Services have remained fairly consistent with minor increases in the food nutrition program, recorded under Special Programs, which is grant funded.

Repair & Maintenance Services includes utilities, janitorial, and building maintenance costs. The increase in the biennium is attributable to anticipated increases in janitorial service costs, as well as projected increases in utility costs.



COMMUNITY EVENTS AND ADMIN

OVERVIEW

Community Events and Admin provides a full range of recreational activities and opportunities to the residents of Oregon City in settings which are safe, sustainable, green and clean, preserving our past and building for our future. This budget also supports overall department administration functions including the positions of Parks and Recreation Director and Assistant Parks and Recreation Director. The objective of the division is to provide overall direction and support and administration of Parks and Recreation, implement major park acquisition and development projects per the Park Master Plan and plan, develop and maintain community events.

ACCOMPLISHMENTS

- ❖ Created a new 4th of July event held in 2024 using a city-sponsored event grant
- ❖ Fostered several new community partnerships to diversify access to recreation programs and compile resources to add more recreational opportunities for the community

- ❖ Successfully held another season of Concerts in the Park, with many new upgrades and partnerships.
- ❖ Began long-term planning for increasing community events year round to provide additional opportunities for the community to enjoy

GOALS AND PROJECTS

- ❖ Maintain existing quality of programs while increasing recreation opportunities for the community by utilizing contract services
- ❖ Be a strong and reliable resource of recreational events for the community
- ❖ Continue to provide a series of special events that draw attendances from surrounding communities and contribute to civic pride
- ❖ Develop and implement new events in fall, winter, and spring to increase our offerings for the community
- ❖ Increase sponsorship opportunities and partnerships to offset increased expenses from new and enhanced community events
- ❖ Focus on implementing consistent policies department-wide to improve our visitor experience and ensure consistent service



COMMUNITY EVENTS AND ADMIN EXPENDITURES

Description	2019-2021	2021-2023	2023-2025	2025-2026	2026-2027	2025-2027
	Actual	Actual	Amended Budget	Proposed Budget	Proposed Budget	Proposed Biennium
Personnel Services						
Salaries	\$ 314,518	\$ 350,048	\$ 344,800	\$ 55,600	\$ 57,600	\$ 113,200
Benefits	169,371	195,879	224,600	47,400	43,700	91,100
Total Personnel Services	483,889	545,927	569,400	103,000	101,300	204,300
Materials & Services						
Professional & Technical Services	125	2,982	-	-	-	-
Repair & Maintenance Services	24,012	54,664	40,400	20,200	20,200	40,400
Other Services	-	-	1,000	500	500	1,000
Employee Costs	6,778	22,572	26,600	14,800	14,800	29,600
Operating Materials & Supplies	29,545	22,572	26,800	9,400	9,400	18,800
Office & Administrative Supplies	11,612	27,588	31,200	21,000	19,300	40,300
Special Programs	109,929	152,641	197,750	128,000	128,000	256,000
Total Materials & Services	182,001	283,019	323,750	193,900	192,200	386,100
Total Community Events and Admin Programs	\$ 665,890	\$ 828,946	\$ 893,150	\$ 296,900	\$ 293,500	\$ 590,400

BUDGET HIGHLIGHTS

This is an increase for Concerts in the Park as the price for bands, music, licensing, security, porta potties, etc. have all risen, causing this program cost to be a lot higher. We have also added expenses related to the new annual 4th of July event.

Special programs includes an increase of \$25,000 for marketing and social media support to increase our community outreach efforts. We anticipate increased revenue from these efforts.

Software costs represent the SmartRec reservation system that is utilized by all divisions within Parks and Recreation.

Special Programs are composed of the following:

Concerts	\$ 90,000
Events	90,000
Trail News	<u>76,000</u>
Total	<u>\$ 256,000</u>



ERMATINGER HOUSE

OVERVIEW

The Ermatinger House budget supports the preservation, interpretation, and educational outreach of this historic site, ensuring its long-term sustainability as a community and cultural asset. As one of the oldest homes in Oregon, the Ermatinger House serves as a vital link to the city's past, and our budget prioritizes historic preservation through dynamic educational programming. By expanding field trips, guided tours, and hands-on learning experiences, we aim to engage students, residents, and visitors in the rich history of Oregon City. Funding is allocated to maintaining the structural integrity of the house, developing high-quality interpretive materials, and hosting events that bring history to life. Through these efforts, we strive to foster a deeper appreciation for local heritage while creating new opportunities for learning and community engagement.

ACCOMPLISHMENTS

- ❖ Continued strong partnership with the Friends of the Ermatinger House, providing monthly events, Free Museum Days, and opening of a new exhibit
- ❖ Fostered several new community partnerships to expand field trip offerings. This year we are anticipating having over 1,000 kids participating in our field trips compared to the 400-500 in the last biennium
- ❖ Continued to work with community partners to explore programming and fundraising

opportunities. Implemented our Friday Night Frights that helped raise money for the Ermatinger House and other community partners

- ❖ Improved quality of Field Trip program content and gained new volunteers for our field trips

GOALS AND PROJECTS

- ❖ Maintain existing quality of programs with them main area of focus being our field trip programs and monthly special events
- ❖ Promote Friday and Saturday guided tours through targeted marketing, social media, and partnerships with local organizations
- ❖ Implement the new fee structure by charging admission for all visitors, tour or not, and adjusting the child rate to start at age 4 instead of 12. Offer family rates and one free museum day per month still
- ❖ Continue large fundraisers like our Friday Night Frights that draw attendances from surrounding communities and contribute fostering support for heritage sites
- ❖ Evaluate current interpretive plan and provide more education on the indigenous community
- ❖ Purchase items for a gift shop, field trip supplies, and updates to interpretive panels with savings from maintenance costs this biennium

ERMATINGER HOUSE EXPENDITURES

Description	2019-2021 Actual	2021-2023 Actual	2023-2025 Amended Budget	2025-2026 Proposed Budget	2026-2027 Proposed Budget	2025-2027 Proposed Biennium
Personnel Services						
Salaries	\$ -	\$ -	\$ 52,300	\$ 45,300	\$ 47,600	\$ 92,900
Benefits	-	-	21,000	2,500	2,600	5,100
Total Personnel Services	-	-	73,300	47,800	50,200	98,000
Materials & Services						
Repair & Maintenance Services	-	-	70,000	38,200	39,600	77,800
Office & Administrative Supplies	-	-	-	3,000	3,000	6,000
Special Programs	-	-	1,250	1,200	1,200	2,400
Total Materials & Services	-	-	71,250	42,400	43,800	86,200
Total Ermatinger House	\$ -	\$ -	\$ 144,550	\$ 90,200	\$ 94,000	\$ 184,200

BUDGET HIGHLIGHTS

As this is a relatively new budget, additional line items have been introduced to improve financial tracking and ensure a clearer allocation of resources. To address the growth of our educational programming, particularly our expanding field trips, we are increasing part-

time salaries to support on-call museum educators. These staff members will be scheduled only when field trips occur, ensuring where revenue from field trips will support the additional cost of staff, and while enhancing the visitor experience and being able to continue to grow the field trips and take larger groups of kids.



**END OF THE OREGON TRAIL
INTERPRETIVE CENTER**

When pioneers completed their six month journey along the Oregon Trail, they found themselves in Oregon City at a place called “Abernathy Green.” Today the End Of The Oregon Trail Interpretive Center sits on that very location. More than a museum, it is an interactive experience that shares the stories of

the pioneers who made that great journey as well as the indigenous peoples who called the area home for centuries prior. Families get a little taste of what life was like in early Oregon, and come away with an appreciation of their state's history and what they have today.

Description	2019-2021 Actual	2021-2023 Actual	2023-2025 Amended Budget	2025-2026 Proposed Budget	2026-2027 Proposed Budget	2025-2027 Proposed Biennium
Materials & Services						
Repair & Maintenance Services	\$ -	\$ -	\$ 91,000	\$ 60,600	\$ 60,600	\$ 121,200
Total Materials & Services	-	-	91,000	60,600	60,600	121,200
Capital Outlay	-	-	8,000	-	-	-
Total End of the Oregon Trail Interpretive Center	\$ -	\$ -	\$ 99,000	\$ 60,600	\$ 60,600	\$ 121,200



Public Works – System Development

PARKS SYSTEM DEVELOPMENT

OVERVIEW

The City collects system development charges (SDCs) for parks development to construct projects which provide additional capacity and increase parks and open space facilities and resources. The Parks and Recreation Master Plan and Capital Improvement Plan identify and prioritize projects that are eligible for SDC funding, as defined through Municipal Code. Planning for growth related system improvements is also considered eligible for SDC funding.

ACCOMPLISHMENTS

- ❖ Updated Parks and Recreation Master Plan
- ❖ Updated SDC Methodology and 20-to-30-year Capital Improvement Plan

GOALS AND PROJECTS

- ❖ Utilize Parks and Recreation Master Plan to begin developing strategies for acquisition and development recommendations, pending available funding, to implement
- ❖ Plan implementation of park development, including Park Place Park Phase II, and other SDC eligible projects

Parks Development	2019-2021 Actual	2021-2023 Actual	2023-2025 Amended Budget	2025-2026 Proposed Budget	2026-2027 Proposed Budget	2025-2027 Proposed Biennium
Resources						
Beginning Fund Balance	\$ 5,547,360	\$ 4,465,865	\$ 5,585,600	\$ 7,710,300	\$ 8,395,800	\$ 7,710,300
Charges for Services	2,005,266	3,155,775	1,000,000	500,000	500,000	1,000,000
Intergovernmental	474,002	391,119	-	-	200,000	200,000
Interest Income	124,459	89,567	77,000	312,400	326,200	638,600
Miscellaneous Income	137,461	129,088	-	81,600	84,400	166,000
Total Resources	\$ 8,288,548	\$ 8,231,414	\$ 6,662,600	\$ 8,604,300	\$ 9,506,400	\$ 9,714,900
Requirements by Category						
Materials & Services	\$ 126,087	\$ 201,989	\$ 195,800	\$ 168,500	\$ 268,500	\$ 437,000
Capital Outlay	3,321,596	1,225,563	300,000	40,000	600,000	640,000
Transfers	375,000	-	-	-	-	-
Contingency	-	-	6,166,800	8,395,800	8,637,900	8,637,900
Reserved for Future Expenditures	4,465,865	6,803,862	-	-	-	-
Total Requirements	\$ 8,288,548	\$ 8,231,414	\$ 6,662,600	\$ 8,604,300	\$ 9,506,400	\$ 9,714,900

Equipment Replacement

EQUIPMENT REPLACEMENT FUND

Public Works, in conjunction with the user departments, are responsible for evaluating the City's overall fleet purchasing strategy and recommends new vehicles or replacement vehicles based on use, age, and safety requirements. Additionally, different

departments have the need to set aside funds for future major equipment replacement. Vehicles and equipment are initially purchased by the operating department. Once the initial purchase is made, the vehicle is then charged back to that department on annual installments through a savings fund established for future vehicle or equipment replacement purchases.

Equipment Replacement	2019-2021 Actual	2021-2023 Actual	2023-2025 Amended Budget	2025-2026 Proposed Budget	2026-2027 Proposed Budget	2025-2027 Proposed Biennium
Resources						
Beginning Fund Balance	\$ 5,709,373	\$ 6,244,396	\$ 7,398,600	\$ 9,181,400	\$ 7,815,700	\$ 9,181,400
Fines and Forfeitures	6,941	12,145	-	-	-	-
Miscellaneous Income	65,584	118,655	-	-	-	-
Interest Income	127,736	144,248	111,000	357,100	376,100	733,200
Sale of Assets	-	-	-	5,000	5,000	10,000
Other Financing Sources	-	107,146	316,300	19,900	257,100	277,000
Transfers In	1,539,826	2,996,454	2,902,000	947,600	919,900	1,867,500
Total Resources	\$ 7,449,460	\$ 9,623,044	\$ 10,727,900	\$ 10,511,000	\$ 9,373,800	\$ 12,069,100
Requirements						
Materials and Services	\$ 16,695	\$ 220,103	\$ -	\$ 900	\$ 900	\$ 1,800
Capital Outlay	1,145,269	1,173,980	3,348,400	2,547,300	1,419,600	3,966,900
Internal Service Charges	43,100	35,208	28,400	14,200	14,200	28,400
Debt Service	-	91,269	282,500	132,900	160,300	293,200
Reserved for Future Expenditures	6,244,396	8,102,484	7,068,600	7,815,700	7,778,800	7,778,800
Total Requirements	\$ 7,449,460	\$ 9,623,044	\$ 10,727,900	\$ 10,511,000	\$ 9,373,800	\$ 12,069,100

	Beginning Funds	Biennium Revenues	Biennium Expenditures	Remaining Funds
Parks & Recreation	\$ 1,016,500	\$ 492,500	\$ 520,900	\$ 988,100
Library	-	30,700	100	30,600
Public Safety	1,255,100	379,200	1,140,500	493,800
General Equipment	66,300	60,600	55,200	71,700
Community Development	229,000	28,400	900	256,500
Engineering	149,600	40,000	500	189,100
Transportation	1,598,600	669,800	565,700	1,702,700
Water	1,835,900	368,800	313,100	1,891,600
Wastewater	1,583,800	456,400	1,104,900	935,300
Stormwater	1,316,300	299,500	529,000	1,086,800
Fleet	59,000	49,100	59,300	48,800
Customer Service	71,300	12,700	200	83,800
	\$ 9,181,400	\$ 2,887,700	\$ 4,290,300	\$ 7,778,800

Parks Donations

PARKS DONATIONS FUND

This division accounts for fundraisers, collection fees and community and private donations to specific events or facilities and expenditures as designated by the revenue source. All donations received are accounted for separately by donor restriction or purpose.

These funds help offset the cost of community-developed projects, community fundraising events and activities, facility upgrades and events, and special recreational and Heritage events. Additionally, Pioneer Center and Meals on Wheels donations are used to purchase materials for those programs. This new fund was created in the 2023-2025 biennium.

Park Donations	2019-2021 Actual	2021-2023 Actual	2023-2025 Amended Budget	2025-2026 Proposed Budget	2026-2027 Proposed Budget	2025-2027 Proposed Biennium
Resources						
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 791,300	\$ 524,600	\$ 791,300
Interest Income	-	-	-	29,800	31,400	61,200
Miscellaneous Income	-	-	176,400	92,800	92,800	185,600
Transfers In	-	-	727,229	-	-	-
Total Resources	\$ -	\$ -	\$ 903,629	\$ 913,900	\$ 648,800	\$ 1,038,100
Requirements						
Materials & Services	\$ -	\$ -	\$ 28,800	\$ 39,400	\$ 23,400	\$ 62,800
Capital Outlay	-	-	162,000	349,900	45,000	394,900
Reserve for Future Expenditures	-	-	712,829	524,600	580,400	580,400
Total Requirements	\$ -	\$ -	\$ 903,629	\$ 913,900	\$ 648,800	\$ 1,038,100

	Beginning Funds	Biennium Revenues	Biennium Expenditures	Remaining Funds
RV Dump	\$ 174,500	\$ 64,100	\$ 81,400	\$ 157,200
City Parks	25,000	1,800	-	26,800
Cemetery	41,300	600	38,500	3,400
Pool	1,000	2,000	2,000	1,000
Pioneer Center	283,000	94,300	311,400	65,900
Meals on Wheels	247,100	70,900	6,000	312,000
Ermatinger	19,400	13,100	18,400	14,100
	\$ 791,300	\$ 246,800	\$ 457,700	\$ 580,400

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PERSONNEL

OVERVIEW OF PERSONNEL CHANGES

The 2025-2027 biennial budget approves a net **decrease of 5.12 FTE** over the previous adopted 2023-2025 biennial budget. Decreases in FTE are mainly in the General Fund.

Policy and Administration: Net increase of 1.07 FTE

The budget includes the addition of a full-time Community Engagement Specialist and limited duration Municipal Court FTE. Juxtaposed by a .97 net decrease in City Recorder and Economic Development part-time.

General Government: Net increase of 1.0 FTE

The budget includes the movement of a Parks Maintenance FTE, to one Facilities Maintenance Specialist, resulting in a 1.0 increase in Facilities.

Police: Net decrease of 2.48 FTE

The budget includes the addition of one Police Officer, offset by the elimination of one Police Records Specialist, the Homeless Liaison Officer, one Code Compliance Officer and the part-time parking operations, resulting in a 2.48 decrease.

Parks and Recreation: Net Decrease of 3.26 FTE

The budget includes the movement of a Parks Maintenance FTE, to one Aquatics Recreation Coordinator and movement of Recreation part-time staff to Aquatics. The elimination of all seasonal/part-time Parks Maintenance, decrease in Parks Administrative FTE, adjustment of part-time hours at the Pioneer Community Center, and the transfer of one Parks Maintenance FTE to one Facilities Maintenance Specialist at Facilities.

Library: Increase of 1.0 FTE

The budget includes a recalibration between On-Call/part-time Library Assistants and full-time positions. The addition of a Library Services Manager and 1.63 Part-Time Library Assistants, is offset by the elimination of .63 On-Call/part-time Library Assistants and one Librarian.

Community Development: Decrease of 0.25 FTE

The Building Division eliminated the part-time Plans Examiner position.

Public Works/Engineering: Decrease of 2.20 FTE

The Engineering Division eliminated the part-time hourly position, 1.0 Senior Construction Inspector, and 1.0 Senior Project Engineer.

PERSONNEL TRENDS

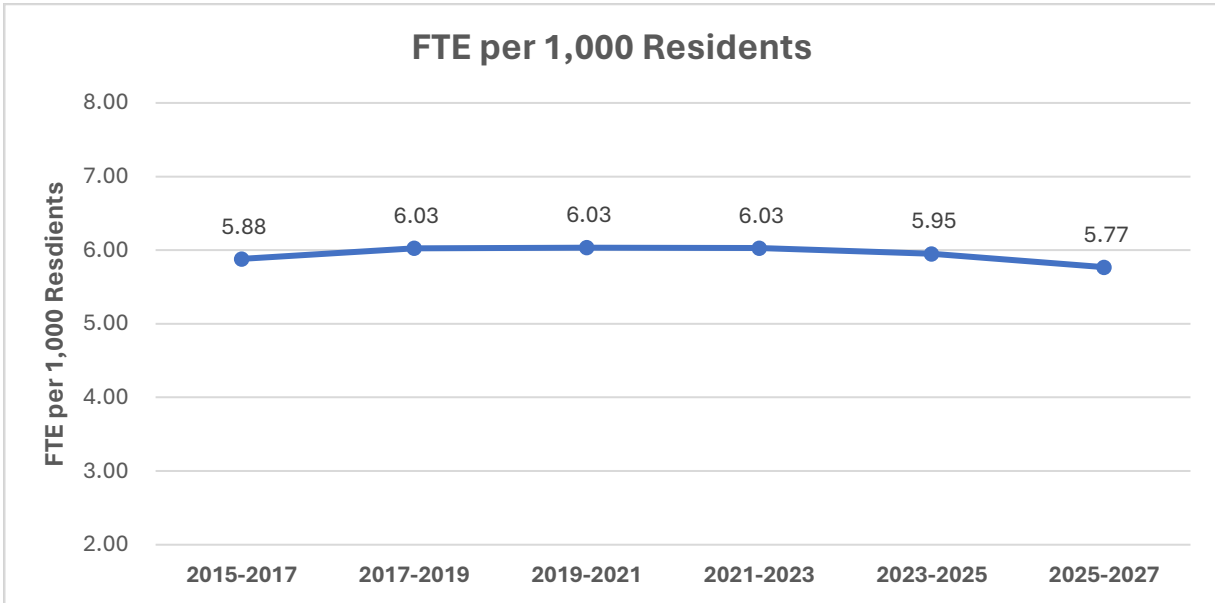
PERSONNEL (FTE) CHANGES BY DEPARTMENT

Department	2019-2021 Adopted	2021-2023 Adopted	2023-2025 Adopted	2025-2027 Proposed	Change
Policy and Administration	31.36	32.71	32.69	33.75	1.07
Police	59.48	59.48	61.73	59.25	(2.48)
Parks and Recreation	37.72	38.72	40.64	37.39	(3.26)
General Government	2.00	2.00	3.00	4.00	1.00
Library	15.90	16.15	19.25	20.25	1.00
Community Development	13.00	14.00	16.25	16.00	(0.25)
Public Works	50.91	50.91	50.91	48.71	(2.20)
Total FTEs	210.37	216.32	224.47	219.35	(5.12)

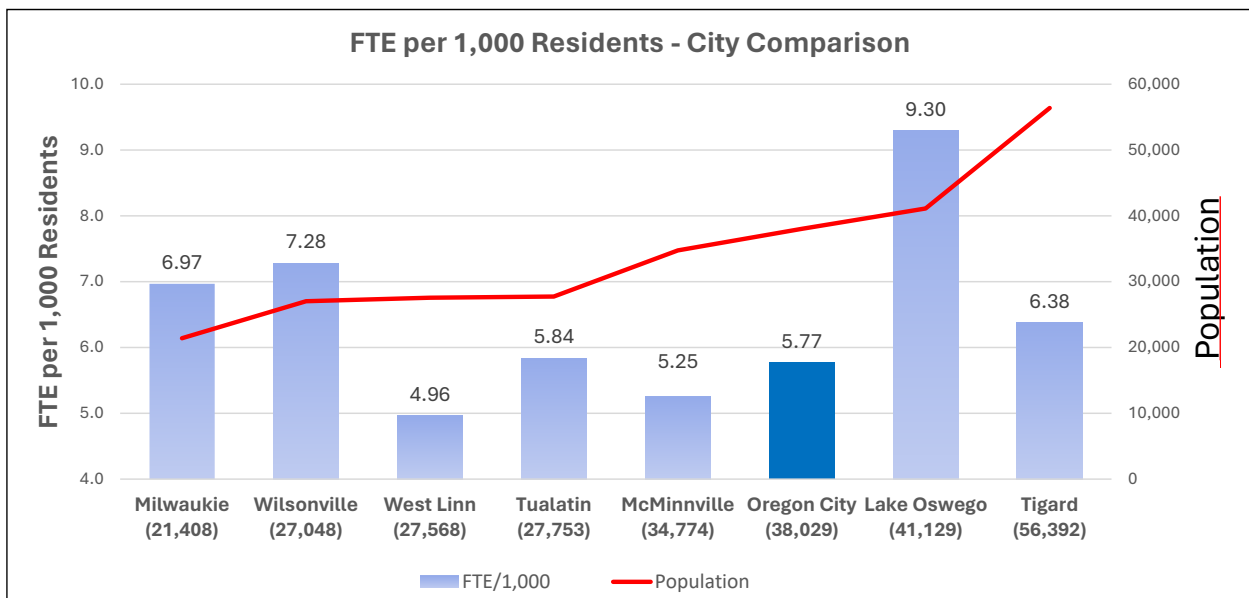
Additional Information – Personnel

As cities grow in population, the demand for services increases, which requires increases in staffing levels. Historically, the City has been consistent in responding to staffing needs given the growth in population and the need for services City-wide.

The chart below shows, for the upcoming biennium and the previous five biennia, Oregon City’s number of budgeted FTE per 1,000 residents.



As shown in the chart below, Oregon City maintains a relatively low ratio of FTEs to population in comparison to neighboring cities.



Note: Some neighboring cities may include outlier services such as Transit/Bus Service, Fire, 911 Dispatch, Golf & Tennis, etc.

PERSONNEL COSTS

Total anticipated costs for wages and fringe benefits are approximately \$76.5 million in the 2025-2027 biennium. This represents an increase of \$6.7 million as compared to the 2023-2025 biennium. Increases in wages are a result of annual cost of living adjustments of 3.0%, during the first and second year of the biennium, and step increases called for in the labor contracts. Additionally, the City will experience a decrease to PERS rates of 21.86%

of wages in FY26 (mainly due to retirements) and an increase to PERS rates 3.23% of wages in FY27, due to PERS legacy costs. The City has two bargaining units, City of Oregon City Employees Local 350-2 Council 75, of the American Federation of State County and Municipal Employees (AFSCME), and the Oregon City Police Employees' Association (OCPEA), which represent approximately 71% of all City positions. Current union contracts expire on June 30, 2025.

PERSONNEL EXPENSES BY DEPARTMENT AND CATEGORY

Department	2019-2021 Actual	2021-2023 Actual	2023-2025 Amended Budget	2025-2027 Proposed Budget	Change
Policy and Administration	\$ 8,030,853	\$ 8,756,654	\$ 11,412,000	\$ 13,369,200	\$ 1,957,200
Police & Code Enforcemen	19,036,171	20,756,273	23,722,200	25,318,400	1,596,200
Parks and Recreation	5,854,824	6,790,286	8,539,600	8,972,600	433,000
General Government	716,427	868,875	842,700	1,115,600	272,900
Library	2,769,803	3,290,033	4,427,300	5,232,200	804,900
Community Development	3,706,967	3,964,252	5,348,600	5,962,100	613,500
Public Works	12,376,981	13,108,331	15,507,200	16,527,900	1,020,700
Total Wages and Benefits	\$ 52,492,026	\$ 57,534,704	\$ 69,799,600	\$ 76,498,000	\$ 6,698,400

Category	2019-2021 Actual	2021-2023 Actual	2023-2025 Amended Budget	2025-2027 Proposed Budget	Change
Wages	\$ 30,782,864	\$ 33,951,271	\$ 40,314,600	\$ 42,387,500	\$ 2,072,900
Benefits	21,709,162	23,583,433	29,485,000	34,110,500	4,625,500
Total Wages and Benefits	\$ 52,492,026	\$ 57,534,704	\$ 69,799,600	\$ 76,498,000	\$ 6,698,400

Additional Information – Personnel

PERSONNEL BY DEPARTMENT / PERSONNEL BY FUND

The table below shows FTEs for the upcoming biennium and the previous three biennia, by department.

The subsequent table shows FTEs for the upcoming biennium based on how budgeted expense is allocated to, and reported within, the City's funds.

Department and Position	2019-2021 Adopted	2021-2023 Adopted	2023-2025 Adopted	2025-2027 Proposed	Change
Policy and Administration					
City Manager					
City Manager	1.00	1.00	1.00	1.00	0.00
Assistant City Manger	0.00	0.00	1.00	1.00	0.00
Executive Assistant to City Manager	1.00	1.00	1.00	1.00	0.00
Community Communications Coordinator	1.00	1.00	1.00	0.00	(1.00)
Community Engagement Specialist	0.00	0.00	0.50	0.00	(0.50)
Total City Manager	3.00	3.00	4.50	3.00	(1.50)
Communications					
Community Communications Coordinator	0.00	0.00	0.00	1.00	1.00
Community Engagement Specialist	0.00	0.00	0.00	1.00	1.00
Total Communications	0.00	0.00	0.00	2.00	2.00
City Recorder					
City Recorder	1.00	1.00	1.00	1.00	0.00
Assistant City Recorder	1.00	1.00	1.00	1.00	0.00
Administrative PT Hourly	0.00	0.49	0.49	0.00	(0.49)
Total City Recorder	2.00	2.49	2.49	2.00	(0.49)
Finance					
Finance Director	1.00	1.00	1.00	1.00	0.00
Deputy Finance Director	1.00	1.00	1.00	1.00	0.00
Accountant	1.00	1.00	1.00	1.00	0.00
Senior Accounting Technician	2.00	2.00	1.00	2.00	1.00
Accounting Technician	0.00	0.00	1.00	0.00	(1.00)
Senior Financial Management Analyst	1.00	1.00	1.00	1.00	0.00
Office Specialist III	1.00	1.00	1.00	1.00	0.00
Finance Administrative PT Hourly	0.49	0.50	0.00	0.00	0.00
Total Finance	7.49	7.50	7.00	7.00	0.00
Utility Customer Service					
Customer Service Team Leader	0.00	1.00	1.00	1.00	0.00
Customer Accounting Coordinator	1.00	0.00	1.00	1.00	0.00
Utility Customer Service Representative	3.00	3.00	2.00	2.00	0.00
Total Utility Customer Service	4.00	4.00	4.00	4.00	0.00
Municipal Court					
Municipal Court Manager	1.00	1.00	1.00	1.00	0.00
Municipal Court Manager <i>(Limited Duration)</i>	0.00	0.00	0.00	1.00	1.00
Municipal Court Judge PT	0.22	0.22	0.22	0.25	0.03
Senior Court Clerk	0.00	0.00	1.00	1.00	0.00
Court Records Specialist	3.00	3.00	2.00	2.00	0.00
Court Records Specialist <i>(Limited Duration)</i>	0.00	0.00	0.00	0.50	0.50
Court/Collections Clerk	0.20	0.20	0.00	0.00	0.00
Bailiff	0.30	0.30	0.00	0.00	0.00
Total Municipal Court	4.72	4.72	4.22	5.75	1.53
Human Resources					
Human Resources Director	1.00	1.00	1.00	1.00	0.00
Human Resources Analyst	1.00	1.00	1.00	1.00	0.00
Hourly - Personnel	0.15	0.00	0.00	0.00	0.00
Total Human Resources	2.15	2.00	2.00	2.00	0.00

2025-2027 Biennial Budget

Department and Position	2019-2021 Adopted	2021-2023 Adopted	2023-2025 Adopted	2025-2027 Proposed	Change
Policy and Administration continued					
Economic Development					
Economic Development Manager	1.00	1.00	1.00	1.00	0.00
Economic Development Coordinator	1.00	1.00	1.00	1.00	0.00
Tourism Coordinator	1.00	1.00	0.00	0.00	0.00
Temporary PT Hourly	0.00	0.00	0.48	0.00	(0.48)
Total Economic Development	3.00	3.00	2.48	2.00	(0.48)
Information Technology and GIS					
Information Technology Director	0.00	1.00	1.00	1.00	0.00
Information Technology Supervisor	1.00	1.00	1.00	1.00	0.00
GIS Coordinator	1.00	1.00	1.00	1.00	0.00
Information Technology Specialist	1.00	1.00	1.00	1.00	0.00
Network Analyst	1.00	1.00	1.00	1.00	0.00
GIS Analyst	0.00	0.00	1.00	1.00	0.00
GIS Technician	1.00	1.00	0.00	0.00	0.00
Total Information Technology and GIS	5.00	6.00	6.00	6.00	0.00
Total Policy & Administration	31.36	32.71	32.69	33.75	1.07
General Government					
Facilities Maintenance					
Facilities Manager	0.00	0.00	1.00	1.00	0.00
Facilities Maintenance Specialist	2.00	2.00	2.00	3.00	1.00
Custodian PT	0.00	0.00	0.00	0.00	0.00
Total Facilities Maintenance	2.00	2.00	3.00	4.00	1.00
Total General Government	2.00	2.00	3.00	4.00	1.00
Police					
Police Operations					
Police Chief	1.00	1.00	1.00	1.00	0.00
Police Captain	2.00	2.00	2.00	2.00	0.00
Police Sergeant	9.00	9.00	9.00	9.00	0.00
Police Officer	34.00	33.00	32.00	33.00	1.00
Business Manager	1.00	1.00	1.00	1.00	0.00
Senior Administrative Assistant	1.00	1.00	1.00	1.00	0.00
Police Records Manager	1.00	1.00	1.00	1.00	0.00
Police Records Specialist	2.00	2.00	2.00	1.00	(1.00)
Homeless Liaison Officer	1.00	1.00	1.00	0.00	(1.00)
Behavioral Health Specialist	0.00	1.00	1.00	1.00	0.00
Caseworker	0.00	0.00	1.00	1.00	0.00
CSO /Forensics	1.00	1.00	1.00	1.00	0.00
CSO / Property-Evidence Officer	1.00	1.00	1.00	1.00	0.00
Police Officer - PT	0.00	0.00	0.25	0.25	0.00
Total Police Operations	54.00	54.00	54.25	53.25	(1.00)
Code Enforcement and Parking Operations					
Code Enforcement Manager	1.00	1.00	1.00	1.00	0.00
Code Compliance Officer	2.00	2.00	4.00	3.00	(1.00)
Parking Enforcement Officer	1.00	1.00	1.00	1.00	0.00
Office Specialist II	1.00	1.00	1.00	1.00	0.00
Parking Operations PT Hourly	0.48	0.48	0.48	0.00	(0.48)
Total Code Enforcement and Parking Operation	5.48	5.48	7.48	6.00	(1.48)
Total Police	59.48	59.48	61.73	59.25	(2.48)

Additional Information – Personnel

Department and Position	2019-2021 Adopted	2021-2023 Adopted	2023-2025 Adopted	2025-2027 Proposed	Change
Parks and Recreation					
Parks & Recreation Director	1.00	1.00	1.00	1.00	0.00
Assistant Parks & Recreation Director	1.00	1.00	1.00	1.00	0.00
Administrative Assistant	0.00	1.00	1.00	0.00	(1.00)
Parks and Cemetery Maintenance					
Parks and Cemetery Maintenance Manager	1.00	1.00	1.00	1.00	0.00
Parks Maintenance Team Lead	0.00	1.00	1.00	1.00	0.00
Parks Maintenance Specialist III	2.00	3.00	3.00	2.00	(1.00)
Park Maintenance Specialist II	5.00	2.00	2.00	2.00	0.00
Park Maintenance Specialist I	0.00	1.00	4.00	3.00	(1.00)
Administrative Assistant	0.00	1.00	1.00	1.00	0.00
Office Specialist III	1.00	1.00	1.00	0.00	(1.00)
Office Specialist II	0.75	0.00	0.00	1.00	1.00
Parks Maintenance PT Hourly	2.57	3.57	1.57	0.00	(1.57)
Total Parks and Cemetery Maintenance	12.32	13.57	14.57	11.00	(3.57)
Recreation Aquatics					
Aquatics and Recreation Manager	1.00	1.00	1.00	1.00	0.00
Building/Facility Maintenance Specialist	0.50	0.50	0.00	0.00	0.00
Office Specialist I PT	0.30	0.60	0.00	0.00	0.00
Office Specialist II PT	0.00	0.00	0.60	0.69	0.09
Recreation Programmer	1.00	1.00	0.00	0.00	0.00
Recreation Coordinator	0.00	0.00	1.00	2.00	1.00
Recreation Aquatics PT Hourly	8.50	8.50	9.90	10.85	0.95
Total Recreation Aquatics	11.30	11.60	12.50	14.54	2.04
Pioneer Community Center					
Social Services and Community Center Manager	1.00	1.00	1.00	1.00	0.00
Client Services Coordinator	1.00	1.00	0.00	0.00	0.00
Social Services Programmer	0.00	0.00	0.00	1.00	1.00
Social Services Coordinator	0.00	0.00	1.00	1.00	0.00
Meals on Wheels Coordinator	1.00	1.00	1.00	0.00	(1.00)
Senior Center Recreation Programmer	1.00	1.00	0.00	0.00	0.00
Recreation Program Coordinator	0.00	0.00	1.00	0.00	(1.00)
Rentals and Events Coordinator	0.00	0.00	0.00	1.00	1.00
Senior Center Nutrition Coordinator PT	0.50	0.50	0.63	0.45	(0.18)
Senior Center Van Driver PT Hourly	1.20	1.20	1.50	1.80	0.30
Food Service Worker	0.80	0.80	0.88	0.88	0.00
Building Attendant	0.90	0.90	0.50	0.30	(0.20)
Office Specialist III	0.00	0.00	1.00	1.00	0.00
Office Specialist PT	1.30	1.30	0.63	0.63	0.00
Fitness Instructor	0.00	0.00	0.00	0.30	0.30
Pioneer Center PT Hourly	0.40	0.40	0.00	0.00	0.00
Total Pioneer Community Center	9.10	9.10	9.12	9.35	0.23
Recreation Programs					
Historic House Guide	0.50	0.50	0.50	0.50	0.00
Recreation Programs PT Hourly	2.50	0.95	0.95	0.00	(0.95)
Total Recreation Programs	3.00	1.45	1.45	0.50	(0.95)
Total Parks and Recreation	37.72	38.72	40.64	37.39	(3.26)

2025-2027 Biennial Budget

Department and Position	2019-2021 Adopted	2021-2023 Adopted	2023-2025 Adopted	2025-2027 Proposed	Change
Library					
Library Director	1.00	1.00	1.00	1.00	0.00
Library Operations Manager	1.00	1.00	1.00	1.00	0.00
Library Services Manager	0.00	0.00	0.00	1.00	1.00
Library Safety Specialist	0.00	0.00	1.00	1.00	0.00
Library Circulation Coordinator	0.00	0.00	1.00	1.00	0.00
Librarian	3.00	6.00	6.00	5.00	(1.00)
Library Assistant	3.65	2.75	4.25	5.88	1.63
Hourly Library Assistants	7.25	7.50	5.00	4.37	(0.63)
Total Library	15.90	18.25	19.25	20.25	1.00
Community Development					
Community Development Director	1.00	1.00	1.00	1.00	0.00
Administrative Assistant	0.00	0.00	1.00	1.00	0.00
Planning					
Planning Manager	0.00	0.00	1.00	1.00	0.00
Senior Planner	1.00	1.00	1.00	1.00	0.00
Assistant Planner	2.00	2.00	2.00	2.00	0.00
Planner	1.00	1.00	0.00	0.00	0.00
Total Planning	4.00	4.00	4.00	4.00	0.00
Building					
Building Official	1.00	1.00	1.00	1.00	0.00
Senior Building Inspector	0.00	1.00	1.00	1.00	0.00
Building Inspector	4.00	4.00	2.00	2.00	0.00
Permit Technician	2.00	2.00	2.00	2.00	0.00
Permit Coordinator	1.00	1.00	1.00	1.00	0.00
Plans Examiner	0.00	0.00	3.00	3.00	0.00
Plans Examiner - Part-Time	0.00	0.25	0.25	0.00	(0.25)
Total Building	8.00	9.25	10.25	10.00	(0.25)
Total Community Development	13.00	14.25	16.25	16.00	(0.25)
Public Works					
Public Works Director	1.00	1.00	1.00	1.00	0.00
Assistant Public Works Director	1.00	1.00	1.00	1.00	0.00
Sr. Administrative Assistants	2.00	2.00	2.00	2.00	0.00
Administrative Assistants	0.00	0.00	1.00	1.00	0.00
Office Specialist III	1.00	1.00	0.00	0.00	0.00
Asset Management Specialist	1.00	1.00	1.00	1.00	0.00
Engineering / Development Services					
City Engineer	1.00	1.00	1.00	1.00	0.00
Assistant City Engineer	1.00	1.00	1.00	1.00	0.00
Senior Project Engineer	1.00	2.00	2.00	1.00	(1.00)
Project Engineer	4.00	4.00	4.00	4.00	0.00
Management Analyst	0.00	0.00	0.00	1.00	1.00
Engineering Technician III	1.00	1.00	1.00	1.00	0.00
Engineering Group - PT Hourly	0.20	0.20	0.20	0.00	(0.20)
ROW & Construction Program Mgr.	1.00	1.00	1.00	0.00	(1.00)
Senior Construction Inspector	1.00	1.00	1.00	0.00	(1.00)
Construction Inspector	1.00	1.00	1.00	1.00	0.00
Project Manager/Inspector	1.00	0.00	0.00	0.00	0.00
Total Engineering	12.20	12.20	12.20	10.00	(2.20)

Additional Information – Personnel

Department and Position	2019-2021 Adopted	2021-2023 Adopted	2023-2025 Adopted	2025-2027 Proposed	Change
Public Works continued					
Transportation					
Operations Manager	1.00	1.00	1.00	1.00	0.00
Utility Maintenance Team Leader	1.00	1.00	1.00	1.00	0.00
Utilities Maintenance Specialist	5.00	5.00	5.00	5.00	0.00
Streets - PT Hourly	2.00	2.25	2.25	2.25	0.00
Total Transportation	9.00	9.25	9.25	9.25	0.00
Water					
Operations Manager	1.00	1.00	1.00	1.00	0.00
Water Quality Coordinator	1.00	1.00	1.00	1.00	0.00
Environmental Technician I	1.00	1.00	0.00	0.00	0.00
Utility Maintenance Team Leader	1.00	1.00	1.00	1.00	0.00
Construction Services Manager	0.00	0.00	0.00	0.00	0.00
Utilities Maintenance Specialist	5.00	5.00	5.00	5.00	0.00
Water - PT Hourly	1.25	1.00	1.00	1.00	0.00
Total Water	10.25	10.00	9.00	9.00	0.00
Wastewater					
Operations Manager	1.00	1.00	1.00	1.00	0.00
Utility Maintenance Team Leader	1.00	1.00	1.00	1.00	0.00
Construction Services Manager	0.00	0.00	0.00	0.00	0.00
Utilities Maintenance Specialist	4.00	4.00	4.00	4.00	0.00
Sewer - PT Hourly	1.23	1.23	1.23	1.23	0.00
Total Wastewater	7.23	7.23	7.23	7.23	0.00
Stormwater					
Water Quality Coordinator	0.00	0.00	1.00	1.00	0.00
Utilities Maintenance Specialist	3.00	3.00	3.00	3.00	0.00
Stormwater - PT Hourly	1.23	1.23	1.23	1.23	0.00
Total Stormwater	4.23	4.23	5.23	5.23	0.00
Fleet Service					
Lead Mechanic	1.00	1.00	1.00	1.00	0.00
Mechanic	1.00	1.00	1.00	1.00	0.00
Total Fleet Service	2.00	2.00	2.00	2.00	0.00
Total Public Works	50.91	50.91	50.91	48.71	(2.20)
Total Oregon City	210.37	216.32	224.47	219.35	(5.12)



Additional Information – Personnel

		General Fund																	
		City Manager	Communications	City Recorder	Finance	Municipal Court	Human Resources	Economic Development	Information Technology	Geographic Info Systems	Facilities	Police	Code Enforcement	Parks and Recreation	Cemetery	Recreation Aquatics	Pioneer Community Center	Recreation Programs	
City Manager																			
	City Manager	1.00																	
	Assistant City Manager	1.00																	
	Executive Assistant to City Manager	1.00																	
Communications																			
	Community Communications Coordinator	1.00																	
	Community Engagement Specialist	1.00																	
City Recorder																			
	City Recorder			1.00															
	Assistant City Recorder			1.00															
	Administrative Part-Time Hourly			0.00															
Finance																			
	Finance Director				0.80														
	Deputy Finance Director				0.60														
	Accountant				1.00														
	Senior Accounting Technician				0.80														
	Senior Accounting Technician				1.00														
	Senior Financial Management Analyst				0.50														
	Office Specialist III				0.60														
Municipal Court																			
	Municipal Court Manager					1.00													
	Municipal Court Manager <i>(Limited Duration)</i>					1.00													
	Municipal Court Judge PT					0.25													
	Senior Court Clerk					1.00													
	Court Records Specialist					1.00													
	Court Records Specialist					1.00													
	Court Records Specialist <i>(Limited Duration)</i>					0.50													
Human Resources																			
	Human Resources Director						1.00												
	Human Resources Analyst						1.00												
Economic Development																			
	Economic Development Manager							1.00											
	Economic Development Coordinator							1.00											
IT / GIS																			
	Information Technology Director								0.50	0.50									
	Information Technology Supervisor								0.50	0.50									
	GIS Coordinator									0.50									
	Information Technology Specialist								1.00										
	Network Analyst								1.00										
	GIS Analyst																		
Utility Customer Service																			
	Customer Service Team Leader																		
	Customer Accounting Coordinator																		
	Utility Customer Service Representative																		

Additional Information – Personnel

General Fund																
City Manager	Communications	City Recorder	Finance	Municipal Court	Human Resources	Economic Development	Information Technology	Geographic Info Systems	Facilities	Police	Code Enforcement	Parks and Recreation	Cemetery	Recreation Aquatics	Pioneer Community Center	Recreation Programs
Facilities Maintenance																
Facilities Maintenance Manager										1.00						
Facilities Maintenance Specialist										0.50				0.50		
Facilities Maintenance Specialist										2.00						
Police																
Police Chief										1.00						
Police Captain										0.80	0.20					
Police Captain										1.00						
Police Sergeant										9.00						
Police Officer										33.00						
Homeless Liaison Officer										0.00						
Business Manager										1.00						
Senior Administrative Assistant										1.00						
Police Records Manager										1.00						
Police Records Specialist										1.00						
Behavioral Health Specialist										1.00						
Caseworker										1.00						
CSO /Forensics										1.00						
CSO / Property-Evidence Officer										1.00						
Background Investigations - PT										0.25						
Code Enforcement																
Code Enforcement Manager											1.00					
Code Compliance Officer											3.00					
Parking Enforcement Officer											1.00					
Office Specialist II											1.00					
Parks and Recreation																
Parks and Recreation Director												0.20	0.20	0.20	0.20	0.20
Assistant Parks & Recreation Director												0.20	0.20	0.20	0.20	0.20
Parks and Cemetery																
Parks Maintenance Manager												0.75	0.25			
Parks Maintenance Team Leader												0.75	0.25			
Parks Maintenance Specialist III												1.00	1.00			
Park Maintenance Specialist II												2.00				
Park Maintenance Specialist I												3.00				
Administrative Assistant												0.25	0.75			
Office Specialist II												0.50	0.50			
Recreation Aquatics																
Aquatics Recreation Manager														1.00		
Recreation Coordinator														2.00		
Office Specialist II PT														0.69		
Recreation Aquatics PT Hourly														10.85		

Library Fund	Planning Fund	Building Fund	Engineering Fund	Transportation Fund	Water Fund	Wastewater Fund	Stormwater Fund	Fleet Fund	Utility Customer Service Fund	TOTAL
										1.00
										1.00
										2.00
										1.00
										1.00
										1.00
										9.00
										33.00
										0.00
										1.00
										1.00
										1.00
										1.00
										1.00
										1.00
										1.00
										0.25
										1.00
										3.00
										1.00
										1.00
										1.00
										1.00
										2.00
										2.00
										3.00
										1.00
										1.00
										1.00
										1.00
										2.00
										0.69
										10.85

Additional Information – Personnel

General Fund																
City Manager	Communications	City Recorder	Finance	Municipal Court	Human Resources	Economic Development	Information Technology	Geographic Info Systems	Facilities	Police	Code Enforcement	Parks and Recreation	Cemetery	Recreation Aquatics	Pioneer Community Center	Recreation Programs
Pioneer Community Center																
Social Services and Community Cente															1.00	
Social Services Programmer															1.00	
Social Services Coordinator															1.00	
Rentals and Events Coordinator															1.00	
Senior Center Nutrition Coordinator P															0.45	
Senior Center Van Driver PT Hourly															1.80	
Food Service Worker															0.88	
Building Attendant															0.30	
Fitness Instructor															0.30	
Office Specialist III															1.00	
Office Specialist PT															0.63	
Recreation Programs																
Historic House Guide															0.50	
Library																
Library Director																
Library Operations Manager																
Library Services Manager																
Library Safety Specialist																
Library Circulation Coordinator																
Librarian																
Library Assistant																
Hourly Library Assistant																
Community Development																
Community Development Director																
Administrative Assistant																
Planning																
Planning Manager																
Senior Planner																
Assistant Planner																
Building																
Building Official																
Senior Building Inspector																
Building Inspector																
Permit Technician																
Permit Coordinator																
Plans Examiner																
Public Works																
Public Works Director																
Assistant Public Works Director																
Sr. Administrative Assistant																
Sr. Administrative Assistant																
Administrative Assistant																
Asset Management Specialist																

Library Fund	Planning Fund	Building Fund	Engineering Fund	Transportation Fund	Water Fund	Wastewater Fund	Stormwater Fund	Fleet Fund	Utility Customer Service Fund	TOTAL
										1.00
										1.00
										1.00
										1.00
										0.45
										1.80
										0.88
										0.30
										0.30
										1.00
										0.63
										0.50
										1.00
										1.00
										1.00
										1.00
										5.00
										5.88
										4.37
	0.50	0.50								1.00
	0.50	0.50								1.00
	1.00									1.00
	1.00									1.00
	2.00									2.00
	1.00									1.00
	1.00									1.00
	2.00									2.00
	1.00									1.00
	3.00									3.00
			0.12	0.22	0.22	0.22	0.22			1.00
				0.25	0.25	0.25	0.25			1.00
				0.25	0.25	0.25	0.25			1.00
				0.25	0.25	0.25	0.25			1.00
				0.25	0.25	0.25	0.25			1.00
				0.25	0.25	0.25	0.25			1.00

Additional Information – Personnel

General Fund																	
City Manager	Communications	City Recorder	Finance	Municipal Court	Human Resources	Economic Development	Information Technology	Geographic Info Systems	Facilities	Police	Code Enforcement	Parks and Recreation	Cemetery	Recreation Aquatics	Pioneer Community Center	Recreation Programs	
Engineering / Development Services																	
City Engineer																	
Assistant City Engineer																	
Senior Project Engineer																	
Project Engineer																	
Project Engineer																	
Project Engineer																	
Project Engineer																	
Engineering Technician II																	
Management Analyst																	
Construction Inspector																	
Transportation																	
Operations Manager																	
Utility Maintenance Team Leader																	
Utilities Maintenance Specialist																	
Streets - PT Hourly																	
Water																	
Operations Manager																	
Water Quality Coordinator																	
Utility Maintenance Team Leader																	
Utilities Maintenance Specialist																	
Water - PT Hourly																	
Wastewater																	
Operations Manager																	
Utility Maint Team Leader																	
Utilities Maintenance Specialist																	
Sewer - PT Hourly																	
Stormwater																	
Utilities Maintenance Specialist																	
Water Quality Coordinator																	
Stormwater - PT Hourly																	
Fleet Service																	
Lead Mechanic																	
Mechanic																	
TOTAL	3.00	2.00	2.00	5.30	5.75	2.00	2.00	3.00	1.50	3.50	53.05	6.20	8.65	3.15	15.44	9.75	0.90

Library Fund	Planning Fund	Building Fund	Engineering Fund	Transportation Fund	Water Fund	Wastewater Fund	Stormwater Fund	Fleet Fund	Utility Customer Service Fund	TOTAL
			0.25	0.30	0.15	0.15	0.15			1.00
			0.50	0.20	0.10	0.10	0.10			1.00
				0.10	0.90					1.00
			0.50	0.20	0.10	0.10	0.10			1.00
						1.00				1.00
			0.50	0.10	0.10	0.20	0.10			1.00
				0.20	0.10	0.10	0.60			1.00
			0.60	0.10	0.10	0.10	0.10			1.00
			0.40	0.15	0.15	0.15	0.15			1.00
			0.60	0.10	0.10	0.10	0.10			1.00
				1.00						1.00
				1.00						1.00
				5.00						5.00
				2.25						2.25
					1.00					1.00
					1.00					1.00
					1.00					1.00
					5.00					5.00
					1.00					1.00
						0.50	0.50			1.00
						0.50	0.50			1.00
						4.00				4.00
						1.23				1.23
							3.00			3.00
							1.00			1.00
							1.23			1.23
								1.00		1.00
								1.00		1.00
20.25	5.00	11.00	3.47	12.32	12.72	10.15	9.55	2.00	5.70	219.35



CAPITAL IMPROVEMENT PROGRAM

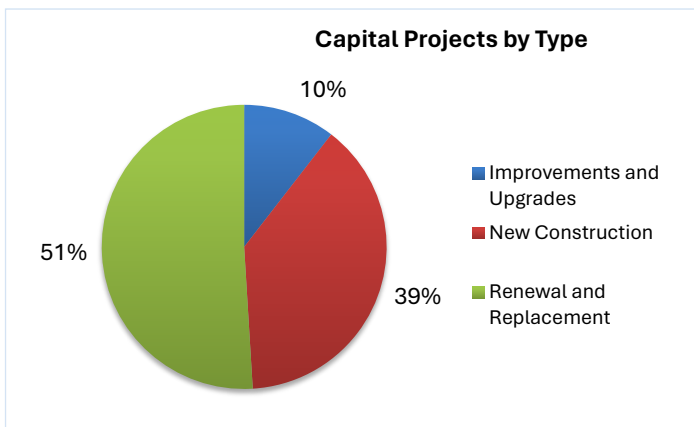
OVERVIEW

Capital Outlay expenditures involve the acquisition or construction of equipment, land, and capital facilities. The Capital Improvement Program (CIP) establishes Oregon City’s budget for capital projects. A capital project is that which improves or adds value to the City’s capital facilities, costs \$10,000 or more, and has a useful life or extends the useful life of infrastructure for 5 years or more. Oregon City’s capital facilities include roads and pathways, parks and cemetery facilities, water distribution system, sanitary sewer collection system, stormwater drainage system, and public and operations buildings. Capital assets, tangible personal property (TPP), and intangible replacements with a cost over \$10,000 each and a useful life of more than 1 year are also included in the annual capital budget. Guiding policies and financing strategies for the CIP are included earlier in this document under the Financial Policies section.

The estimated useful lives of the various categories of capital assets (facilities and TPP) are as follows:

- ◆ Buildings and other Facilities 30-40 years
- ◆ Equipment and Fixtures 8-20 years
- ◆ Roads and Pathways 20-50 years
- ◆ Utility Systems 20-50 years

Total capital spending for the City in the 2025-2027 biennium is budgeted at \$60,434,400 across all funds. Approximately \$54.47 million of the projected spending is on capital projects while \$5.96 million is for TPP and software.



Approximately \$27.76 million, or 51%, of Oregon City’s capital projects represent routine or ongoing capital renewal and replacements. These expenditures are included in almost every budget and will have no significant impact on the operating budget. These projects include annually scheduled roadway or pathway improvements (repaving, reconstruction, or repair), park structure replacement, annually scheduled waterline or wastewater line replacements, and stormwater drainage and water quality improvements. In some instances, these projects may generate operating savings in reduced risks and maintenance costs.

A total of \$26.71 million, or 49%, of budgeted capital projects are for either new construction or significant improvements or upgrades to the City’s infrastructure assets. The majority of these expenditures are for City infrastructure projects; together they total \$54.47 million and account for 90% of the total capital projects budget. The following pages provide additional detail on capital outlay spending; significant projects are explained below:

- ❖ Inflow and Infiltration (I & I) Program – The budget includes funding in the amount of \$14.0 million for transition to a consultant managed I & I reduction program to help augment staff capacity to deliver in I & I focused projects beginning with high priority areas in the Rivercrest, Linn, McLoughlin, and Newell basins
- ❖ Highway 213 & Beavercreek Rd. – The budget includes \$1.2 million for this Transportation project and over half is eligible for System Development Charge (SDC) funding. The City will provide improvements to Highway 213 and Beavercreek Rd. west bound right hand turn lane
- ❖ Roadway Reconstruction – This biennium includes \$4.77 million in funding for pavement preservation. This will include street overlays, reconstruction of potholed pavement, and slurry seals throughout the city. This project will help to improve the city’s pavement condition index (PCI). The PCI is a numerical index that is used to indicate the general condition of pavement. The goal for the 2025-2027 biennium is to increase the City’s PCI from 77 to 78

Additional Information – Capital Improvement Program

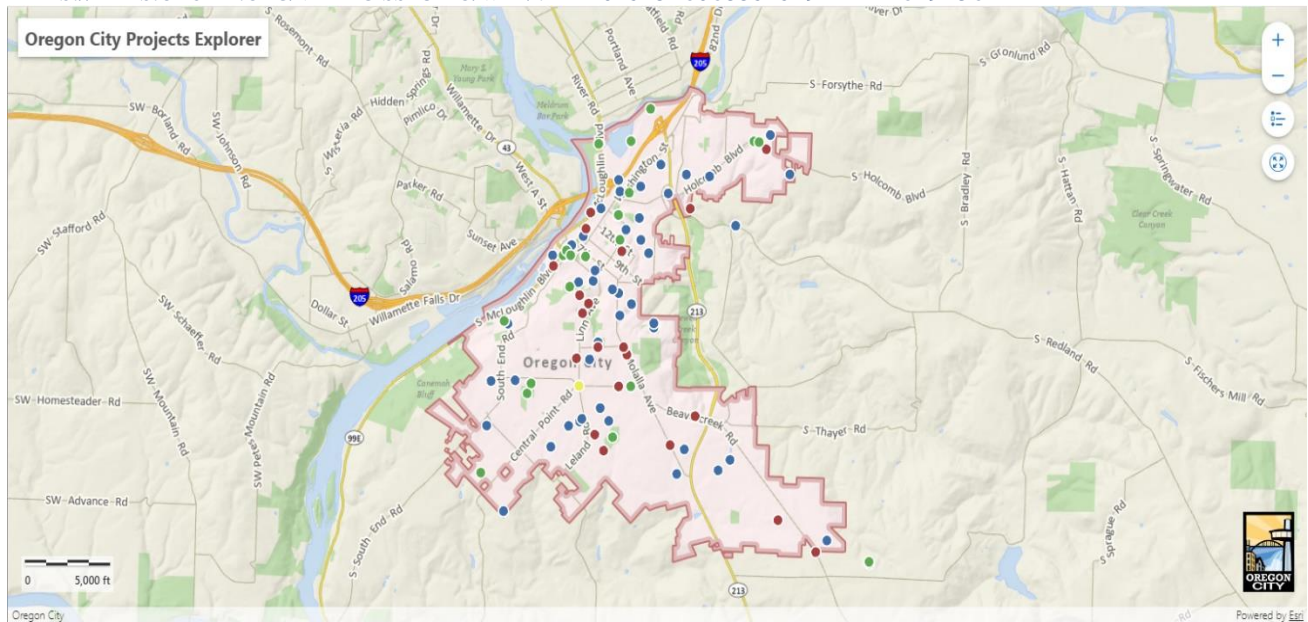
- ❖ **Henrici Pump Station & Transmission Main**– The budget includes \$10.6 million to increase capacity of water transmission to Henrici Reservoir. This is one of several major water projects that is included in the biennium. The city is currently working through the WIFIA loan process. If the loan

application is successful, the city will move forward with a low-interest loan (targeted at 5%).

- ❖ The status of many of the city’s major Capital Improvement Projects can be found here: <https://www.orecity.org/projects>

Every year the city’s GIS Department maps out the Capital Improvement projects that will be occurring during the year. Below is a link to the city’s Capital Improvement projects map.

[HTTPS://MAPS.ORECITY.ORG/VERTIGISSTUDIO/WEB/?APP=0F618DC0C88646A9B4F5EAC9D5CFD21](https://maps.orecity.org/vertigisstudio/web/?app=0f618dc0c88646a9b4f5eac9d5cfd21)





2025-2027 BIENNIUM CAPITAL BUDGET

The following chart itemizes the 2025-2027 capital budget. Projects are grouped by program as defined below and by funding source. Project information includes project description, annual operating impact, and total dollar amount of capital expenditures for each year of the biennium and the biennial total, and project type as shown below:

Renewal and Replacement: These costs are part of ongoing renewal and replacement programs such as roadway reconstruction or waterline improvements. These projects either have zero operating impact or will over time reduce operating costs.

Improvements and Upgrades: These represent expansion or upgrade projects, such as extension of a water line for improved connectivity or increased capacity of a roadway to improve traffic flow. The projects listed usually have no impact on the operating budget or may over time reduce certain indirect costs (fewer requests for service, reduced traffic congestion and accidents).

New Construction: These represent either the expansion or replacement of a facility (building or infrastructure).

Additional Information – Capital Improvement Program

Project Description	Type	Annual Operating Impact	General Fund	Library Fund	Planning Fund	Building Fund	Equip Repl Fund	Transportation Fund	
			prop taxes, Grant Match, ROW fees, etc.	Special Revenue	plan fees	permit fees	interfund transfers	gas taxes	PMUF
Transportation									
Oregon City Roadway Reconstruction (PMUF)	Renewal and Replacement	\$0 or reduction						69,000	4,657,000
Washington Street Corridor	Improvements and Upgrades	\$0 or reduction							
Sidewalk and Bike Lane Infill	Improvements and Upgrades	\$1,000						360,000	
Main Street Roadway Reconstruction - 10th to 15th	Renewal and Replacement	\$0 or reduction							500,000
Hwy 213 & Beavercreek West Bound Right Hand Turn Lane	Improvements and Upgrades	\$0 or reduction						468,000	
Water									
Henrici Pump Station & Transmission Main	New Construction	N/A							
Canemah Court Main Replacement	Renewal and Replacement	\$0 or reduction							
Molalla Avenue 30" Transmission Main	New Construction	\$1,000							
McLoughlin Neighborhood Main Replacement	Renewal and Replacement	\$0 or reduction							
Molalla Avenue 18" Transmission Main	New Construction	\$1,000							
High School Avenue 16" Transmission Main	New Construction	\$1,000							
Wastewater									
Inflow and Infiltration Program	Renewal and Replacement	\$0 or reduction							
Settlers Point Pump Station	Renewal and Replacement	\$0 or reduction							
Falcon Drive Sewer Extension	New Construction	\$0 or reduction							
Sewer Pump Station Generator Replacements	Renewal and Replacement	\$0 or reduction							
Stormwater									
Joyce Court Stormwater Improvements	Improvements and Upgrades	\$1,000							
Van Buren Street Stormwater Improvements	Improvements and Upgrades	\$1,000							
Outfall Rehabilitation	Improvements and Upgrades	\$0 or reduction							
Barclay Hills Storm Pond	Improvements and Upgrades	\$1,000							
Public Facilities and Infrastructure									
Public Works Building Improvements	Improvements and Upgrades	\$0 or reduction							
Library Parking Lot Improvement	Improvements and Upgrades	\$0 or reduction		35,000					
General Government Improvements	Improvements and Upgrades	\$0 or reduction	100,000						
Community Development Improvements	Improvements and Upgrades	\$0 or reduction			10,500	19,500			
Parks & Cemetery Facilities									
Parks Improvements	Improvements and Upgrades	\$0 or reduction	505,000						
Cemetery	Improvements and Upgrades	\$0 or reduction							
Pioneer Center Repairs	Improvements and Upgrades	\$0 or reduction							
Total Capital Projects			\$ 605,000	\$ 35,000	\$ 10,500	\$ 19,500	\$ -	\$ 897,000	\$ 5,157,000
Tangible Personal Property (TPP)									
Public Works	Renewal and Replacement	N/A					2,551,900	27,500	
Police & Code Enforcement	Renewal and Replacement	N/A	40,500				565,000		
Parks & Recreation	Renewal and Replacement	N/A					518,000		
Policy & Administration	Renewal and Replacement	N/A	20,000			5,000	55,000		
Library	Renewal and Replacement	N/A		487,000					
Total TPP			\$ 60,500	\$ 487,000	\$ -	\$ 5,000	\$ 3,689,900	\$ 27,500	\$ -
Other Capital Items									
Finance Subscription-Based Info Tech Arrangements (SBITAs)	Improvements and Upgrades	N/A	34,100						
IT Subscription-Based Info Tech Arrangements (SBITAs)	Improvements and Upgrades	N/A	1,179,100						
Police Intangible Leases and (SBITAs)	Improvements and Upgrades	N/A	57,900				277,000		
Parks Software & Technology	Improvements and Upgrades	N/A	25,000						
Library Software & Technology	Improvements and Upgrades	N/A		13,000					
Total Other Items			\$ 1,296,100	\$ 13,000	\$ -	\$ -	\$ 277,000	\$ -	\$ -
Total Capital Outlay Expenditures			\$ 1,961,600	\$ 535,000	\$ 10,500	\$ 24,500	\$ 3,966,900	\$ 924,500	\$ 5,157,000

Additional Information – Capital Improvement Program

TANGIBLE PERSONAL PROPERTY (TPP)

TPP are specific items of property excluding real estate that are tangible in nature, have an expected life longer than one year and have a value of \$10,000 or more. The Capital Program includes planning for TPP replacements, and new purchases of vehicles, equipment and furnishings. A total of \$4,377,000, or 7.2% of total capital outlay, is proposed for the 2025-2027 biennium.

Depending on the asset type, most assets are expected to have a useful life of 8 to 20 years. As a result, planned maintenance and periodic replacement is essential. Vehicles, equipment

and furnishings are reviewed for replacement once the asset is 5-7 years old and then annually until replaced. Each department prepares a list of any assets requiring replacement, including a description, location, original cost and estimated budget for the item. These requests are submitted to and budgeted in the Equipment Replacement Fund. Vehicles and motorized equipment are also evaluated by the Fleet Division of the Public Works Department, while computer replacements are recommended by the Information Technology Department. Requests for purchase require cost quotes and justification. The following is a list of requested TPP for the upcoming biennium.

Description	Type	2025-2026 Budget	2026-2027 Budget	2025-2027 Biennium
Public Works, Engineering, and Fleet and Equipment				
New 200-Gallon De-Ice/Pesticide Spray Tank	Replacement	\$ 12,500		\$ 12,500
New 925-Gallon De-Ice Spray Tank	Replacement	15,000		15,000
Aerial Bucket Truck (Replace Vehicle #466)	Replacement	196,700		196,700
Asphalt Distributor/Tack Spray System (Replace #482)	Replacement	54,000		54,000
8 Yard Dump Truck with Plow & Sander (Replace Vehic	Replacement	280,000		280,000
De-Icer System Control Sprayers	Replacement	30,000		30,000
Vactor Trailer (New)	Replacement	162,000		162,000
Ford F-450 Utility Truck (Replace Vehicle 348)	Replacement		145,000	145,000
TV Inspection Equipment & Chassis (Fleet ID 542)	Replacement	500,000		500,000
Vac-Con (Freightliner Chassis) (Fleet ID 564)	Replacement		600,000	600,000
Elgin Sweeper (Fleet ID 661)	Replacement	385,000		385,000
Ford F-450 Utility Truck (Fleet ID 641)	Replacement		140,000	140,000
Lift for Fleet area	Replacement	44,200		44,200
Floor Scrubber for Fleet area	Replacement	15,000		15,000
Circle Cutter for Manhole frames	Replacement	45,000		45,000
Sand Bag Filler & Water Tank set up	Replacement	52,100		52,100
		\$ 1,791,500	\$ 885,000	\$ 2,676,500
Public Safety Department				
Police Vehicles (including gear)	Replacement	\$ 150,000	\$ 180,500	\$ 330,500
MDC Replacement	Replacement	137,500	137,500	275,000
		\$ 287,500	\$ 318,000	\$ 605,500
Parks and Recreation				
Memorial Benches	Replacement	\$ 5,000	\$ 5,000	\$ 10,000
Ford F350 (replace 842)	Replacement	65,000	-	65,000
F550 Dump Truck (replace 741)	Replacement	100,000	-	100,000
F550 Dump Truck (replace 843)	Replacement	100,000	-	100,000
John Deere Tractor (replace 741)	Replacement	65,000	-	65,000
Ventrac 4520P Tractor/flail mower/loader	Replacement	48,300	-	48,300
Scag Windstorm	Replacement	14,000	-	14,000
Toro Electric Mower	Replacement	35,000	-	35,000
John Deere Electric Gators (replaces 875)	Replacement	22,200	-	22,200
John Deere Electric Gators (replaces 877)	Replacement	22,200	-	22,200
John Deere Electric Gators (replaces 879)	Replacement	22,300	-	22,300
Billy Goat Leaf Vacuum	Replacement	24,000	-	24,000
		\$ 523,000	\$ 5,000	\$ 528,000
Library				
Outreach Vehicle	Replacement	\$ 275,000		\$ 275,000
Book Lockers	Replacement	70,000		70,000
Selfcheck Replacements (\$57k subsidy from CLACKCC)	Replacement	22,000		22,000
Community Room A/V upgrade	Replacement	35,000		35,000
Community Room Furniture	Replacement	50,000		50,000
Carnegie Desk reconfigure	Replacement	35,000		35,000
		\$ 487,000	\$ -	\$ 487,000
Policy and Administration				
Public, Educational and Governmental Equipment	Replacement	\$ 10,000	\$ 10,000	\$ 20,000
Customer Kiosk	Replacement	5,000		5,000
Vehicles	Replacement	55,000		55,000
		\$ 70,000	\$ 10,000	\$ 80,000
TOTAL TPP		\$ 3,159,000	\$ 1,218,000	\$ 4,377,000

DEBT ADMINISTRATION

DEBT SUMMARY

Oregon City will have an estimated \$20.35 million in debt outstanding at the beginning of this budget biennium, or as of July 1, 2025, as described below and consisting of the following:

- ❖ **Public Employee Retirement System (PERS) Unfunded Actuarial Liability Bonds:** City issued \$17 million in bonds dated September 28, 2005 to fund its PERS actuarial liability; matures in 2028.
- ❖ **Library General Obligation Bonds:** City issued \$6 million in voter approved General Obligation bonds dated January 7, 2015 to renovate and expand the Oregon City Library at Carnegie Center; matures in 2034.

- ❖ **Public Safety Full Faith and Credit Obligations:** City issued \$16 million in voter-approved bonds dated June 5, 2018 to provide a new public safety building. The bonds were issued at a premium of \$1,542,183 resulting in face value of the bonds of \$14,615,000. Interest rates on the bonds range from 3.00% to 5.00%. Matures in 2038.
- ❖ **Water Infrastructure Finance and Innovation Act (WIFIA) Loan:** City closed a loan agreement with the Federal Environmental Protection Agency (EPA) on July 20, 2023 for multiple water system improvement projects. Principal payments are deferred until substantial completion in fiscal year 2028 and interest payments at 3.94% will make interest only payments until substantial completion. Matures in 2063.

	Original Debt Amount	Interest Rates	Beginning Balance as of July 1, 2025	Less: Principal Due	Ending Balance as of June 30, 2026	Less Principal Due	Ending Balance as of June 30, 2027
Limited Obligation Bonds							
PERS Retirement Liability	\$ 17,030,000	3.75-4.25%	\$ 4,515,000	\$ 1,690,000	\$ 2,825,000	\$ 1,850,000	\$ 975,000
General Obligation Bonds							
Library Expansion	\$ 6,000,000	3.08%	\$ 3,222,090	\$ 316,130	\$ 2,905,960	\$ 325,867	\$ 2,580,093
Full Faith and Credit Bonds							
Public Safety Building	\$ 14,615,000	3-5%	\$ 10,810,000	\$ 630,000	\$ 10,180,000	\$ 655,000	\$ 9,525,000
Water Infrastructure Finance and Innovation Act Loan							
Water Infrastructure	\$ 16,311,537	3.94%	\$ 1,807,000	\$ -	\$ 8,657,000	\$ -	\$ 14,709,000
Total Debt	\$ 53,956,537		\$ 20,354,090	\$ 2,636,130	\$ 24,567,960	\$ 2,830,867	\$ 27,789,093

COMPLIANCE

City-issued debt contains various legal requirements including debt and rate and revenue covenants as well as mandatory reserves. The City is in compliance with all such requirements and covenants. The City received a credit rating upgrade to AA+ in 2018 from Standard & Poor’s for the general obligation debt.

DEBT LIMITATION

Under Oregon Revised Statutes, general obligation (property-tax supported) debt is limited to three percent of real market value of all taxable property within the City’s boundaries. The legal debt limit for fiscal years 2026 and 2027 cannot be determined until November 2025 and 2026, respectively, when the tax assessor distributes property tax information. The City’s outstanding general obligation debt of \$3.22 million as of June 30, 2025, is significantly below the current debt limitation of \$235.41 million based on the 2024 real value of \$7.96 billion.

Additional Information – Debt Administration

FUTURE DEBT SERVICE REQUIREMENTS

The following table provides a summary of debt service (principal and interest) requirements for the current year, next four years, and thereafter, for Oregon City's bonds.

FUND	2026	2027	2028	2029	2030	Thereafter	Total Future Debt Service
DEBT SERVICE FUND							
<i>PERS Debt</i>							
Principal	\$ 1,690,000	\$ 1,850,000	\$ 975,000	\$ -	\$ -	\$ -	\$ 4,515,000
Interest	225,931	141,363	48,789	-	-	-	416,083
<i>Public Safety Building Debt</i>							
Principal	630,000	655,000	685,000	710,000	745,000	7,685,000	11,110,000
Interest	471,700	446,500	420,300	392,900	357,400	1,445,300	3,534,100
LIBRARY FUND							
<i>Library Building Expansion Debt</i>							
Principal	316,130	325,867	335,904	346,250	356,914	1,541,025	3,222,090
Interest	99,240	89,504	79,467	69,121	58,457	120,458	516,247
WATER FUND							
<i>Water Infrastructure Loan</i>							
Principal	-	-	-	247,341	257,182	15,807,014	16,311,537
Interest	71,187	341,114	579,560	640,262	630,421	10,716,815	12,979,359
Total Principal	\$ 2,636,130	\$ 2,830,867	\$ 1,995,904	\$ 1,056,250	\$ 1,101,914	\$ 9,226,025	\$ 18,847,090
Total Interest	796,871	677,367	548,556	462,021	415,857	1,565,758	4,466,430
Total Debt Service	\$ 3,433,001	\$ 3,508,234	\$ 2,544,460	\$ 1,518,271	\$ 1,517,771	\$ 10,791,783	\$ 23,313,520



GLOSSARY

Accrual Basis The recording of the financial transactions of a government, and other events and circumstances that have cash consequences for the government, in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

ADA Acronym for the Americans with Disabilities Act of 1990.

PROPOSED Budget The proposed budget, after approval by the Budget Committee, becomes the PROPOSED budget after City Commission takes action on it. The PROPOSED budget becomes effective July 1 and includes all Commission PROPOSED changes throughout the biennium.

Ad Valorem Tax A property tax based on the assessed value of a property.

Agency Fund A fund normally used to account for assets held by government as an agent for individuals, private organizations or other governments and/or other funds.

Amortization The portion of the cost of a limited-life or intangible asset charged as an expense during a particular period.

Annual Comprehensive Financial Report (ACFR) The annual audit document publishing the City's financial results including notes, statistics, and the auditor's opinion and comments.

Appropriation Legal authorization granted by the City Commission to make expenditures and to incur obligations for specific purposes.

Approved Budget Proposed budget as amended and approved by the Budget Committee and recommended to the City Commission for adoption.

APWA Acronym for the American Public Works Association, an international educational and professional association of public agencies, private sector companies, and individuals in the public works fields.

ARPA American Rescue Plan Act.

Assessed Valuation A valuation set upon real estate or other property by a government as a basis of levying taxes.

Asset Resource having a monetary value and that is owned or held by an entity.

Audit An annual financial examination conducted by an independent auditing firm; final report includes an opinion on the accuracy of financial information and on compliance with laws and regulations.

Balanced Budget The State of Oregon defines a balanced budget as "the total resources in a fund equal the total of expenditures and requirements for that fund".

Additional Information – Glossary

Basis of Accounting A term used to refer to when revenues, expenditures, expenses, and transfers – and the related assets and liabilities – are recognized in the accounts and reported in the financial statements.

Budget A financial and operational plan including an estimate of proposed expenditures and the means of financing them for a given period.

Budget Calendar The schedule of key dates which a government follows to prepare and adopt the budget.

Budget Committee A group comprised of the elected officials plus an equal number of residents for the purpose of reviewing the proposed budget and recommending changes leading to an approved budget. As dictated by Oregon State Statute, the budget committee consists of the governing body and a like number of appointed residents.

Budget Document A written report showing a government’s comprehensive financial plan for a specified period, typically one or two years, that includes both capital and operations.

Budget Message Discussion and explanation of the submitted budget presented by the City Manager as part of the budget document. It includes the City’s financial priorities and goals for the coming budget period as well as a summary of changes from prior years.

Budgetary Basis Budgets are PROPOSED on a basis consistent with Generally Accepted Accounting Principles (GAAP), with the exception that neither depreciation nor amortization is budgeted for proprietary funds and bond principal in the enterprise funds is subject to appropriation.

Capital Assets Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Capital assets, also referred to as fixed assets, include land, right-of-way, buildings, improvements, infrastructure and equipment costing over \$5,000 with an estimated life of one year or more.

Capital Budget A plan of proposed capital outlays and the means of financing them.

Capital Improvement Program (CIP) A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or other capital needs.

Capital Improvement Project Expenditures which result in the acquisition of land, improvements to existing facilities, and construction of streets, sewers, storm drains and other public facilities.

Capital Outlay Expenditures that result in the acquisition or addition of a capital asset or increase the capacity, efficiency, span of life, or economy of operating as an existing capital asset. It includes expenditures relating to land, buildings, infrastructure, facilities, machinery and equipment.

Capitalization Policy The criteria used by the government to determine which outlays should be reported as fixed assets. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than one year; (2) have a cost of \$5,000 or more per item; and (3) be a betterment or improvement. Replacement of a capital item is classified as capital outlay under the same code as the original purchase.

Capital Projects Fund A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

Cash Basis A basis of accounting under which transactions are recognized only when cash is received or disbursed.

Cash Management Management of cash necessary to pay for government services while investing temporary cash excesses in order to earn investment income.

Charges for Service Includes a wide variety of fees charged for services provided to the public and other agencies.

Contingency A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. Contingency may be appropriated for a specific purpose by the City Commission by resolution.

Consumer Price Index A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Core Services The primary services local governments provide for their residents to ensure safety and livability within a community. Examples include police, recreation, roads, water and permitting.

Debt An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants and notes.

Debt Limit The maximum amount of outstanding gross or net debt legally permitted.

Debt Service Fund A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Debt Service Requirements The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

Dedicated funds Resources that are legally or contractually restricted for use on specific programs or projects. Examples include water utility rates, system development charges and grants,

Deferred Revenue Amounts for which asset recognition criteria have been met, but for which revenue recognition criteria have not been met.

Delinquent Taxes Taxes remaining unpaid on or after the date to which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or cancelled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid or converted into tax liens.

Department The combination of organizational units of the City headed by a general manager with a specific and unique set of goals and objectives (i.e., Policy and Administration, Police, Community Development, Public Works, etc.)

Depreciation An accounting convention used to charge the expiration in the service life of a fixed asset to the period it benefits.

Additional Information – Glossary

Discretionary funds Resources of a general nature that are not dedicated to the provision of specific services. Examples include property taxes, state shared revenues and investment income.

Employee Benefits Benefits include social security, retirement, group health, dental and life insurance, workers' compensation, and disability insurance.

Enterprise Fund A fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g., water, airport, sewer).

Expenditures Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Fees Charges for specific services in connection with providing a service, permitting an activity or imposing a fines.

Fiduciary Fund Type The Trust and Agency funds used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds

Financial Resources Cash or other assets that, in the normal course of operations, will become cash.

Fiscal Year A twelve month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

Fixed Assets Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets, also referred to as capital assets, include land, right-of-way, buildings, improvements, infrastructure and equipment costing over \$5,000 with an estimated life of one year or more.

Franchise A special privilege granted by a government, permitting the continued use of public property, and usually involving the elements of monopoly and regulation.

Franchise Fee Charged to all utilities operating within the City and is a reimbursement to the General Fund for the utility's use of City streets and rights-of-way.

FTE Abbreviation for Full Time Equivalent. Staffing levels are measured in FTE's to give a consistent comparison from year to year. In most instances an FTE is one full time position filled for the entire year, however, in some instances an FTE may actually consist of several part time positions.

Fund A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance The difference between fund assets and fund liabilities.

Fund Type Category into which all funds are classified in governmental accounting. Types are: general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

General Fund The fund used to account for all financial resources, except those required to be accounted for in another fund.

Generally Accepted Accounting Principles (GAAP) Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures.

Government Finance Officers Association (GFOA) Professional association of state, provincial and local finance officers in the United States and Canada.

Geographic Information System (GIS) A system designed to capture, store, manipulate, analyze, manage, and present spatial or geographic data.

Governmental Fund Types Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities – except those accounted for in proprietary funds and fiduciary funds.

Grants Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

Infrastructure Assets Public domain fixed assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems, and similar assets that are immovable and of value only to the government unit.

Interfund Transfers All interfund transactions except loans.

Intergovernmental Revenues Revenues from other governments in the form of grants, shared revenues, financing agreements, or payments in lieu of taxes.

Internal Service Fund A fund used to account for the financing of goods and services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost reimbursement basis.

Levy Gross amount of property taxes imposed on the assessed value of taxable property. The net amount received by a government will be less than the gross levy as a result of delinquent or uncollectible payments or early payment discounts. Budgets are developed on the basis of the projected amount of property taxes receivable.

Liabilities Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.

Local Budget Law Oregon Revised Statutes (ORS) dictates local budgeting practices. ORS Chapter 294 contains Local Budget Law provisions.

Local Option Levy Ability provided by ORS to ask voters for temporary authority to increase taxes. The maximum length of time for a local option levy is 10 years for capital purposes or 5 years for operations. A local option levy must be approved by a majority of voters.

Additional Information – Glossary

Materials and Services Object classification to account for purchases of materials and services excluding capital outlay, personnel and debt service.

Measure 5 A constitutional limit on property taxes passed by voters in the State of Oregon in November 1990. This law sets maximum tax rates on individual properties of no more than \$5 per real market value for education taxing districts and \$10 for general government taxing districts.

Measure 50 A 1997 voter approved initiative which rolled back assessed values to 90 percent of their levels in fiscal year 1995-96 and limits future annual increases to three percent, except for major improvements. Property tax rates are now considered permanent and not subject to change.

Metropolitan Service Area (MSA) A geographical region with a relatively high population density at its core and close economic ties throughout the area.

Mission Primary purpose of the City which guides city-wide policies, decisions, and activities.

Modified Accrual Basis of accounting in which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received. All governmental funds are accounted for using the modified accrual basis of accounting.

Net Bonded Debt Gross bonded debt less any cash or other assets available and earmarked for its retirement and less all self-supporting debt (e.g., revenue bonds).

NPDES The federal Clean Water Act requires that all municipal, industrial and commercial facilities that discharge wastewater or stormwater directly from a point source (a discrete conveyance such as a pipe, ditch or channel) into a water of the United States (such as a lake, river, or ocean) must obtain a **National Pollutant Discharge Elimination System** (NPDES) permit.

ODOT Abbreviation for Oregon Department of Transportation.

Operating Budget Planned, current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

Ordinance A formal legislative enactment by the governing body of a municipality. The difference between an ordinance and a resolution is that the later requires less legal formality and has a lower legal status.

Oregon Revised Statutes (ORS) The codified body of statutory law governing the U.S. State of Oregon, as enacted by the Oregon Legislative Assembly, and occasionally by resident initiative. The statutes are subordinate to the Oregon Constitution.

Organizational Unit A responsibility center within a government.

Overlapping Debt The proportionate share, property within each government must bear of the debts of all local governments located wholly or in part within the geographic boundaries of the reporting government.

PERS Abbreviation for the State of Oregon Public Employees Retirement System.

Performance Measure Data collected to determine how the effectiveness or efficiency of a department, program, or activity is doing in achieving its objectives.

Permanent Tax Rate (See Measure 50) Taxing districts were assigned a permanent tax rate maximum in fiscal year 1997-98. This permanent tax rate applies to property taxes for core operations.

Personal Services Object classification to account for compensation to City employees in the form of salaries, wages and employee benefits.

Program A group of related activities to accomplish a major service or function for which the local government is responsible.

Proposed Budget The budget proposed by the City Manager and submitted to the Budget Committee prior to their deliberations.

Property Tax Based off of the assessed value of property times the permanent tax rate and are used as the source of monies to pay general obligation debt and core city services.

Proprietary Fund Types Sometimes referred to as income determination or commercial-type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Requirements Total expenditures and unappropriated fund balance.

Reserved Fund Balance The portion of fund balance that is not appropriable for expenditure or that is legally segregated for a specific future use.

Resolution A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources Total amounts available for appropriation consisting of the estimated beginning carryover balance plus anticipated revenues.

Restricted Assets Monies or other resources, the use of which is restricted by legal or contractual requirements.

Retained Earnings An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

Revenues (1) Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. (2) Increases in the net total assets of a proprietary fund type from other than expense refunds, capital contributions and residual equity transfers.

SAIF SAIF Corporation is Oregon's not-for-profit, state-chartered workers' compensation insurance company.

Shared Revenues Revenues levied by one government but shared on a predetermined basis, often in proportion to the amount collected at the local level, with another government or class of governments.

Special Assessment A compulsory levy made against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

Special Revenue Fund A fund used to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditure for specific purposes.

Additional Information – Glossary

Supervisory Control and Data Acquisition (SCADA). A control system architecture that uses computers, networked data communications and graphical user interfaces to interface to the process plant or machinery.

Supplemental Budget Prepared to meet unexpected needs or to spend revenues not anticipated at the time the regular budget was PROPOSED. The supplemental budget cannot be used to increase a tax levy.

Systems Development Charges (SDC's) Fees charged to join or to extend or improve an existing utility system.

Tax Base Oregon law allows cities within the State, with voter approval, to establish a dollar amount of property tax that may be levied on property within the City.

Taxes Compulsory charges levied by taxing districts for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

Tax Levy The total amount of property taxes needed to pay for basic government operations as well as sufficient amounts to pay for principal and interest on voter-approved bond issues.

Tax Rate The amount of tax levied for each \$1,000 of assessed valuation.

Unappropriated Ending Fund Balance Resources not appropriated but budgeted to account for the cash flow requirements of operations and to preclude the necessity for short-term borrowing of funds prior to receipt of budgeted revenues, or in the event of a declared emergency.

User Fees Charges for services to the specific entity that directly benefits.

WIFIA Water Infrastructure Finance and Innovation Act. Established by the Water Infrastructure Finance and Innovation Act of 2014, the WIFIA program is a federal loan and guarantee program administered by the Environmental Protection Agency (EPA). WIFIA's aim is to accelerate investment in the nation's water infrastructure by providing long-term, low-cost supplemental credit assistance for regionally and nationally significant projects.



HOSTED BY



BEER GARDEN BY



JULY 10
ANTS IN THE KITCHEN
ROCK, SOUL & BLUES

JULY 31
FIGHTING FOOS
FOOFIGHTERS TRIBUTE

JULY 17
BAND AFTER MIDNIGHT
ABBA TRIBUTE

AUGUST 7
KALIMBA
EARTH, WIND AND FIRE TRIBUTE

JULY 24
NATE BOTSFORD
COUNTRY ROCK HYBRID

AUGUST 14
HIT MACHINE
DANCEABLE HITS

THURSDAYS | 6:30-8:30 PM
END OF THE OREGON TRAIL
1726 WASHINGTON STREET, OREGON CITY

CONCERT SITE OPEN | 4:00 PM
ONSITE PARKING (TWO LOTS) | \$5 CASH ONLY
FOOD & BEVERAGE SALES | 5:00 PM

KIDS ZONE BY



FRIENDS OF THE CONCERTS