



CITY OF OREGON CITY CITY COMMISSION WORK SESSION AGENDA

Hanlon Commission Chambers, Libke Public Safety Facility, 1234 Linn Ave, Oregon City
Tuesday, January 13, 2026 at 6:00 PM

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

- Email recorderteam@orc.org (deadline to submit written testimony via email is 3:00 PM on the day of the meeting)
- Mail to City of Oregon City, Attn: City Recorder, P.O. Box 3040, Oregon City, OR 97045
- You may also attend this meeting by watching the livestream on the City's YouTube Channel:

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

1. CONVENE MEETING AND ROLL CALL

2. GENERAL BUSINESS

- a. System Development Charges Tiering and Deferment of Payment Discussion
- b. City Seal Discussion
- c. City Flag Options

3. FUTURE AGENDA ITEMS

- a. Upcoming Work Session Agenda Items

4. CITY MANAGER'S REPORT

- a. Projects Updates
- b. 2025-27 Commission Goals Update

COMMITTEE REPORTS

- a. **Commissioner Wilson**
 - Citizen Involvement Committee Liaison
 - Homeless Solutions Coalition
- b. **Commissioner Smith**
 - Clackamas Heritage Partners
 - Destination Management Marketing Organization
 - South Fork Water Board
- c. **Commissioner Marl**
 - Citizen Involvement Committee Liaison
 - Clackamas County Coordinating Committee (C4)
 - Clackamas County Coordinating Committee (C4) – Metro Subcommittee (alternate)
 - Metro Policy Advisory Committee (MPAC) (alternate)
 - Youth Advisory Commission
- d. **Commissioner Mitchell**
 - Clackamas County Coordinating Committee (C4) (alternate)
 - Clackamas County Coordinating Committee (C4) – Metro Subcommittee
 - Downtown Oregon City Association Board (alternate)
 - South Fork Water Board
- e. **Mayor McGriff**
 - Clackamas Heritage Partners (alternate)
 - Clackamas Water Environment Services Policy Committee
 - Destination Management Marketing Organization (alternate)
 - Downtown Oregon City Association Board
 - Metro Policy Advisory Committee (MPAC)

- South Fork Water Board
- Willamette Falls and Landings Heritage Area
- Willamette Falls Locks Authority

6. ADJOURNMENT

ADA NOTICE

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

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

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



CITY OF OREGON CITY

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

Staff Report

To: City Commission **Agenda Date:** January 13, 2026
From: Dayna Webb, Public Works Director

SUBJECT:

System Development Charges Tiering and Deferment of Payment Discussion

STAFF RECOMMENDATION:

City Commission listens to the presentation and shares feedback.

EXECUTIVE SUMMARY:

System Development Charges (SDCs) are one-time fees, authorized by Oregon Revised Statute (ORS) 223, that fund the capital infrastructure needed to support new development. Oregon City has been collecting SDCs since 1997 for Transportation, Sanitary Sewer, Stormwater, Water, and Parks, with payment due at the time of building permit issuance and an option for deferral. Consistent with the City Commission's 2025–2027 goal to increase housing opportunities, this work session seeks direction on potential changes to SDC deferrals and the use of tiered SDC methodologies, which would inform future updates to the City's code and methodology.

BACKGROUND:

In 1989, the State of Oregon established a statutory framework for System Development Charges (SDCs) through ORS 223.297-223.316. Under ORS 223, SDCs are one-time fees assessed by local governments on new development or changes in use that increase demand on public facilities. SDCs are intended to recover a proportionate share of the costs of capital improvements needed to serve growth.

By statute, SDC revenues may be used only for eligible capital facilities, including planning, design, construction, land acquisition, and reimbursement for existing capacity that benefits new development. SDC funds may not be used for operations or maintenance. ORS 223 also requires that SDCs be supported by an adopted methodology demonstrating a reasonable relationship between the charge and the impacts of development, and that revenues be accounted for and expended in a transparent, system-specific manner. This framework is intended to ensure that growth contributes fairly to the cost of the infrastructure it requires.

Local Context and Policy Direction

The 2025–2027 City Commission Goals include a goal to *Increase Housing Opportunities*. A priority action within this goal is to implement tiered System Development Charges that reduce charges on workforce housing and smaller housing units while remaining revenue

neutral.

The City first established SDCs through Ordinance 97-1032 in 1997. SDCs are codified in Oregon City Municipal Code (OCMC) Chapter 13.20. The City currently collects SDCs for five systems: Transportation, Sanitary Sewer Collection, Stormwater, Water Distribution, and Parks. Each SDC is adopted and periodically updated using a system-specific methodology, summarized as follows:

- Transportation: Assessed based on the number of trips generated by a proposed development, using data from the *Institute of Transportation Engineers (ITE) Trip Generation Manual*.
- Sanitary Sewer Collection: Calculated using Equivalent Dwelling Units (EDUs).
- Stormwater: Based on a base fee that may vary according to the assumed impervious area associated with the underlying zoning designation.
- Water Distribution: Based on the size of the installed water meter.
- Parks: Based on building square footage for single-family units and the number of bedrooms for multi-family units.

SDC Collection and Deferral

The City currently collects SDCs at the time of building permit issuance, consistent with OCMC 13.20.030(B). The City also offers the option to defer SDC payments through a financing agreement authorized under the Bancroft Bonding Act. Under this program, SDCs may be financed over a ten-year term at an interest rate of nine percent, with early repayment allowed without penalty.

Emerging Trends and Recent Changes

Tiered SDC structures are becoming increasingly common throughout Oregon. In 2024, Water Environment Services (WES), which assesses a wastewater treatment SDC calculated and collected by the City, adopted a new methodology that tiers residential SDCs based on dwelling unit square footage. In 2025, Oregon City Parks & Recreation adopted a revised methodology that mirrors the WES tiering approach for single-family and duplex structures and adds tiering for multifamily development based on the number of bedrooms per unit.

As part of this discussion, FCS Group will present an overview of the potential advantages and disadvantages of tiered SDCs and facilitate a discussion on possible tiering options for the City's remaining SDCs: Transportation, Sanitary Sewer Collection, Stormwater, and Water Distribution.

OPTIONS:

As part of the presentation and discussion, the City Commission is asked to consider the following:

- Should the City amend OCMC 13.20.030(B) with respect to the timing of assessment, collection, and/or deferral of SDCs?
- Should the City add tiering to the Transportation SDCs that differs from the current trip-based methodology using the ITE Manual?

- Should the City add tiering to the Sanitary Sewer Collection SDCs, similar to approaches adopted by WES and Parks & Recreation?
- Should the City add tiering to the Stormwater SDCs based on actual impervious area rather than a base fee or an assumed impervious area based on zoning?
- Should the City add tiering to the Water Distribution SDCs that differs from the current meter size-based methodology?



CITY OF OREGON CITY

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Staff Report

To: City Commission **Agenda Date:** January 13, 2026
From: Jarrod Lyman, Communications Manager

SUBJECT:

City Seal Discussion

STAFF RECOMMENDATION:

N/A

EXECUTIVE SUMMARY:

A new design draft is being brought before the City Commission based off of the comments made during the last review. The changes include removing Mt. Hood and adding the Arch Bridge to the design.

BACKGROUND:

The City Commission has requested a new City Seal be developed for Oregon City. Multiple design options have been presented, with feedback received from each. The attached design incorporates that feedback to include the requested elements, including the Municipal Elevator, Willamette Falls and the Arch Bridge.

If the City Commission is satisfied with the current proposed concept, the file will go to a graphic designer to create the final version to be used as the new City Seal.

OPTIONS:

1. Approve final design concept.
2. Make further design concept revisions and bring back for another review.





CITY OF OREGON CITY

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Staff Report

To: City Commission **Agenda Date:** January 13, 2026
From: Jarrod Lyman, Communications Manager

SUBJECT:

City Flag Options

STAFF RECOMMENDATION:

N/A

EXECUTIVE SUMMARY:

The City Commission has expressed a desire to create a new City flag. Staff has met with flag experts to share options with Commissioners.

BACKGROUND:

The City Commission would like to see a new flag created for the city to replace the current one that has been deemed problematic. The Commission has expressed they want a flag that follows vexillological best practices, and captures the essence of the community in a memorable, simple design.

Staff met with a noted flag expert to determine their recommendations for moving forward. He outlined three common processes other entities use when updating their flags.

1) Public Design Process - While this one is somewhat common, it's not highly recommended as it can result in a design that may be popular, but not necessarily good flag design. Think "Boaty McBoatface" or other crowd-sourced types of contests. While it is beneficial and even recommended to include public input, most experts agree it shouldn't lead the push.

2) Work with a flag designer to create a new flag. - The expert indicated there are numerous flag designers who enjoy the opportunity to create new designs and will often do so at affordable rates, if not free, for the chance to help create a new flag.

3) Hybrid option. - Work with a designer or designer to come up with some concepts, and then solicit community input on the designs to create a final result. This option was most favorable as it provides residents a chance to be involved and create ownership, while also ensuring that any new designs adhere to accepted best practices.

OPTIONS:

1. Choose an option and direct staff to proceed with a preferred timeline for completion.
2. Look for additional options and direct staff to bring the matter back for later discussion.



CITY OF OREGON CITY

Staff Report

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

To: City Commission
From: City Manager Tony Konkol

Agenda Date: 1/13/2026

SUBJECT:

List of Future Work Session Agenda Items

BACKGROUND:

January 21, 2026

Promenade discussion

February 10, 2026

Stormwater Monthly Fee Exemption Code Amendments

Review of Mural and Arts Commission Codes and Letter of Interest for Hwy 43

CSAF Fee Review

March 10, 2026

Update/presentation from Portland General Electric

TBD

Tentative meeting with Confederated Tribes of Grand Ronde

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

Beavercreek Road Concept Plan (Thimble Creek) Funding Discussion

Canemah Area - Encroachments in the Right-of-Way Policy Discussion

Clackamas County Water Environmental Services (WES) Rate Differential

Climate Action Plan Presentation (City of Milwaukie)

Frog Ferry Informational Update

Inclusionary Zoning options

South Fork Water Board - Mountain Line Easements Vacation

Urban Growth Management Agreement

CITY OF OREGON CITY

Staff Report

625 Center Street
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To: City Commission
From: City Manager Tony Konkol

Agenda Date: 1/13/2026

SUBJECT:

Update on City Projects

BACKGROUND:

The City Commission has requested that an update on the status of the following projects be provided at a work session monthly. The most current update for each project is in bold.

1. Public Works relocation from Center Street
Staff is submitting a Business Oregon Grant request for funding to complete a phase 1 environmental assessment of the properties.

Staff is contacting environmental consulting firms to understand the process to complete an environmental assessment of the property and the best approach to address the existing buildings.

Staff has started the permitting process for the relocation of the winter response material to Fir Street and started developing an IGA with WES for the long term use of their facility for sewage decanting.

Staff will be preparing the bid package for the Magnesium Chloride & Sanding Rock being relocated to Fir Street and continue working with WES staff to develop an IGA for long-term use of their facility for decanting raw sewage.

Design is underway for the relocation of the Magnesium Chloride (De-Icer) and Sanding Rock from Center Street to Fir Street. The scope and cost of this project is currently projected to require sealed bids to be submitted. Staff are working to confirm final locations on site and preparing the bid package. Winter weather work will continue out of the Old Center Street property this winter, with relocation of the facilities anticipated to be complete by Summer 2026.

City staff have met with Water Environment Services staff and WES has verbally agreed they can accept our raw sewage materials for decant. City staff have visited the WES decant site and been trained on using their facility.

Staff is finalizing design and location for the winter response tanks at Fir Street and has entered into discussions with Water Environmental Services to receive sewage materials at the treatment plant to be processed.

Staff is in the process of ordering new tanks for the winter response materials, which will be moved from Center Street to Fir Street. Locating the decant facility at the Mt. View yard has been challenging. Staff is investigating alternative locations and/or trucking the sewage materials to an off site location.

Staff continues to work with the consultant on the location and space planning for the relocation of the remaining assets at Center Street. Staff continues to work to final design for relocation of services from Center Street to other sites. The proposed 25-27 budget includes funding for the decant facility and magnesium chloride and sanding rock facility to be relocated.

Staff have hired a consultant that has prepared preliminary yard layouts and cost estimates to design and construct a decant facility at the Mountain View Reservoir site. The construction of the decant facility and relocation of existing winter response materials from the Center Street facility to the Mountain View and Fir Street facilities will allow for the Center Street facility to be vacated and a potential new use for the site to occur, which will be determined by the City Commission.

2. Quiet Zone

There is no update related to this project.

The design process continues and is nearing a point to provide updated acquisition and construction costs. Property acquisition will include Urban Renewal Property and a discussion will occur to determine if the necessary property should be donated or acquired.

Mailers outlining the property acquisition process has been sent to the three impacted property owners and the right-of-way agent will work directly with the property owners to complete the property acquisition process.

The project team continues to refine design and right-of-way impacts. Once right-of-way impacts are finalized, staff will bring the list of questions to City Commission, requesting authorization to acquire property and property interested through Eminent Domain (if necessary) related to the Downtown Quiet Zone Project.

Staff continues to work with ODOT, the railroad and the consultant on revised cost estimates, design work and any necessary exceptions to standards.

Geotechnical explorations were completed on December 12. The consultant team is preparing to submit the Design Acceptance Phase (DAP) documents to the City and Oregon Department of Transportation. DAP is similar to 30% concept plans, where all parties buy into the concept and documentation of areas where the project will request exceptions to standards are identified. At the completion of DAP, the project team will move forward with Preparing Preliminary Plans and confirming impacts to private property. We've executed the IGA with ODOT for Right of Way Services. OC will still need to do a Resolution authorizing Eminent Domain if necessary, once we have a better understanding of the private property impacts.

The consultant team, in coordination with ODOT and the City, are preparing property acquisition documents that will be brought before the City Commission at the December 18, 2024 meeting. Survey crews have been performing field work and surveying the project area. Staff has been meeting with property owners, including Dutch Brothers to try and address the concerns they have about potential driveway closures and access to increase safety near the railroad crossing.

The ODOT consultant team is acquiring right of entry agreements from property owners to complete the survey work and will be preparing 30% plans for the project which will include an updated and more accurate cost estimate to complete the work. The selection committee identified a preferred consultant for the Quiet Zone project and ODOT is in the process of negotiating the consultant contract.

ODOT received 2 responses to the Quiet Zone request for proposals. The proposals are being reviewed and scored by staff and a team selection meeting is scheduled for March 8, 2024. ODOT has released the consultant solicitation request for proposals and a date has been set to review the proposals once they have been submitted.

The City has received ODOT's approximately 250-page scope of work and consultant procurement documents which will be reviewed and commented on. ODOT, which is the project manager for the project, has suggested approximately 6 months for the consultant procurement and up to 2 years for the design work, which will include coordination with the railroad, operation and maintenance agreements and review by the railroad. Staff is pushing to expedite the design work timeline.

On December 6, 2023 the City Commission received an update on the estimated cost of the Oregon City quiet zone project with updated inflationary construction escalations added to the original 2019 cost estimate, which was \$2.6 million. The new estimate increases the estimated construction cost by \$650,000. Based on the additional information, the City Commission approved an IGA with ODOT to begin the Oregon City quiet zone project.

3. Charter Parks

There is no update related to the project. The Commission will review this topic on January 21, 2026.

The first reading of the ordinance vacating Promenade property to the Yates properties has been approved. The parking options available in the Promenade and High Street area is scheduled for a work session on January 21, 2026.

Staff is working to complete the on-street parking design alternatives as requested by the Commission.

The City Commission reviewed this item at the September 3, 2025 meeting and requested that staff review potential on-street parking options on the public rights-of-way on the street stubs adjacent to the Promenade.

The City Commission approved several letter to properties owners addressing the existing encroachments. There are 7 properties remaining to be addressed, all of which including parking on the Promenade. It is anticipated that this item will be brought back to the City Commission for review at the September 3, 2025 meeting.

The City Commission has reviewed the properties and has directed staff to prepare letters to each property owner addressing the encroachments. Staff is preparing the letters and will be bringing them to the City Commission for review and approval at the August 6, 2025 meeting.

The City Commission completed a site visit of the McLoughlin Promenade to review the outstanding encroachments. Staff is anticipating bringing the topic back to the Commission discussion on June 4th.

Based on the January 15th meeting, this item will be brought back for a work session on March 11th. An updated on the status of the properties encroaching into McLoughlin Promenade will be brought to the City Commission at the January 15, 2025 meeting for an update and direction on how to proceed.

Staff continues to contact and meet with property owners that have encroachments into the McLoughlin Promenade to review and explain the license agreement. Staff anticipate bringing an update to the Commission for direction in January/February of 2025. The City Commission reviewing the draft license agreement at the June 11, 2024 meeting.

Staff is working with the City Attorney to finalize draft license agreements to address encroachments that have been identified with the McLoughlin Promenade. A site tour of the McLoughlin Promenade is scheduled for January

8th. Staff is preparing additional options, such as temporary easements, to address existing structural encroachments onto the Promenade property.

Staff has categorized encroachments by type, with associated pictures of the encroachment, and is working to determine options to address the encroachments for the Commission to consider. The McLoughlin Promenade survey has been completed. The survey identified several potential existing encroachments into the Promenade property which will be discussed during a work session. Ermatinger House was approved as a Charter Park by the City Commission. The City Commission voted to not designate Dement Park as a Charter Park.

4. Cayuse 5 Memorial

There is no update related to this project.

Staff continues to work with representatives from the Confederated Tribes of the Umatilla Indian Reservation and allowing time for internal discussions to occur.

Staff continues to meet monthly with representatives from the Confederated Tribes of the Umatilla Indian Reservation. The city is awaiting feedback from CTUIR before any additional steps are taken.

Staff met with representatives from the Confederated Tribes of the Umatilla Indian Reservation and have continued discussions of phase 2 of the Cayuse 5 memorial. Additional discussions between CTUIR and the Confederated Tribes of Grand Ronde will be occurring to discuss the project.

There are no new updates on this project. A meeting is scheduled for the week of October 7th with representatives from the Confederated Tribes of the Umatilla Indian Reservation to discuss potential next steps.

The dedication of the Cayuse 5 Memorial took place on June 3, 2024. The first phase of this project is complete. A second phase has been discussed but there are no specifics related to the design at this time.

Construction of the Cayuse 5 Memorial has begun, and hand dug ground disturbing work is scheduled to begin the week of May 6th. This work will be completed in coordination with the Confederated Tribes of the Umatilla Indian Reservation and the Confederated Tribes of the Grand Ronde.

The Cayuse 5 Memorial construction contract has been approved by the City Commission and was awarded to Pioneer Waterproofing Company. Staff has scheduled a pre-construction meeting with Pioneer Waterproofing.

Staff is working with a potential contractor to review the scope of work and estimated costs to perform the work as identified in the bid notice. The City

completed the bid advertisement for the project and did not receive any responses. Staff is currently contacting contractors to determine the concerns with the bid advertisement and/or project.

The final construction bid documents for the Cayuse Five Tribute have been completed. Below is the schedule for bidding, awarding, and (weather permitting) construction. The Confederated Tribes of the Umatilla Indian Reservation staff will be invited to the pre-construction meeting to coordinate all activities once the project has been awarded.

The land use application for the proposed memorial has been approved. There are no additional land use approvals necessary to move forward with the project. The memorial bid documents are being reviewed internally and staff is working with Confederated Tribes of the Umatilla Indian Reservation staff on the creation of an inadvertent discovery plan that will be included in the bid/contract information. The proposed memorial has been approved by the Historic Review Board and the information was presented to the Parks and Recreation Advisory Committee.

5. Courthouse

There is no update related to this project.

The developer of the Courthouse project will be providing an update to the City Commission at the November 19th meeting.

The County Commission received one proposal for the downtown courthouse redevelopment and will be moving forward with drafting an agreement for the sale and disposition of the property.

The County Commission is reviewing the proposal for the reuse of the courthouse and is currently accepting public comment. The County has provided the following information: *The Clackamas County Board of Commissioners will hear public testimony on Thursday, May 15 regarding a selection advisory committee's recommendation on a proposal to redevelop the old county courthouse in Oregon City.*

Level Development NW's proposal was the only one received during an extensive Request for Expressions of Interest process. The proposal to replace the 87-year-old courthouse with a mixed-use commercial building, which includes approximately 80 residential units, won the committee's approval.

The county expects the current courthouse on Main Street to be fully vacated by September 2025. The [replacement county courthouse](#) on the County's Red Soils Campus is set to open the public on May 19.

To learn about the submission and the advisory committee's recommendation, please visit [Main Street Courthouse RFEI | Clackamas County](#).

Public comment on the recommendation will begin shortly after the Board's Business Meeting begins on Thursday, May 15 at 10:00 a.m.

A joint Board of County Commissioner / City Commission meeting to discuss the courthouse is tentatively scheduled for the April 8th City Commission work session night. Oregon City will host the joint meeting. Staff will be contacting County staff to schedule a joint Board of County Commissioner / City Commission meeting and to discuss securing the courthouse once it is vacated.

The Courthouse committee has met multiple times to discuss the disposition of the Courthouse. The Mayor will provide an update on the committee meetings and next steps. A Courthouse committee has been created by the County and a site visit of the Courthouse has occurred. The first meeting of the committee is scheduled for October 15th.

The Mayor and City Manager met with the Assistant County Administrator to discuss the creation of a joint working group. It is anticipated that the working group will be comprised of 6 to 8 members, including the Mayor and County Chair, with the City and County selecting an equal number of members.

The Mayor and the City Manager met with the County Administrator to discuss the planning and future disposition of the County Courthouse and other buildings associated with the Courthouse on Main Street. The County Administrator proposed a working group led by County Chair Tootie Smith and Mayor McGriff, which would include a small group of interested parties to discuss the Courthouse and make a recommendation to the County Board of Commissioners for their consideration on how to proceed. City and County staff will be meeting to discuss the details of the working group as proposed.

City staff worked to support efforts by the Downtown Oregon City Association to apply for a Main Street grant to focus on the Courthouse located in downtown Oregon City. The grant required the property owner, which is Clackamas County, to sign the grant application, which unfortunately they did not agree to do. At this time there is no specific work being performed related to the future of the existing courthouse.

6. tumwata village

The next meeting with Confederated Tribes of Grand Ronde is scheduled for January 23, 2026.

A draft agreement and easement language has been provided to the Confederated Tribes of Grand Ronde. Staff is awaiting additional comments from Grand Ronde.

Staff met with Confederated Tribes of Grand Ronde staff to begin the process of formalizing an agreement to determine how to move forward with a project on the property.

The City Commission approved a grant agreement with the State of Oregon for the city to receive the \$12.5 million dollars. Staff is working to complete the transfer of the funds to the City and will begin discussions with the Confederated Tribes of the Grand Ronde on a potential project.

Staff is currently in discussion with the State to receive the \$12.5 million dollars that were allocated for public access/viewing along the Willamette River several years and has been returned to the State by Metro. It is anticipated that a formal agreement with the State will be brought to the Commission for consideration in August or September.

In discussions with the staff from the Confederated Tribe of the Grand Ronde, it was recommended that the joint meeting with the elected representatives from each organization occur in September/October to accommodate the elections that occur in September.

The Police Department worked with the Confederated Tribe of the Grand Ronde to remove the homeless camp located on the property. Demolition of the buildings damaged by the fire is on-going.

The Police Department has been in contact with the Confederated Tribes of the Grand Ronde to address a homeless camp that appears to be located on the property. Staff continues to work with staff from the Confederated Tribes of the Grand Ronde to address the impacts from the fire that occurred on the site and the demolition that is occurring.

The Planning Commission approved the Confederated Tribes of Grand Ronde land use application. The Confederated Tribes of Grand Ronde have submitted a land use application to amend the adopted framework plan for the property. The Planning Commission hearing of the application is scheduled for January 27, 2025.

The Confederated Tribes of Grand Ronde provided the City Commission an update at the May 7th work session and the demolition of the office building is nearly complete. A permit has been issued for the demolition of the office building located at the corner of 99E and Main Street. The Confederated Tribes of the Grand Ronde are scheduled to provide an update to the City Commission at the May 7th work session.

Staff continue to meet regularly with Staff from the Confederated Tribes of the Grand Ronde to discuss building demolition, site improvements, and land use planning requirements. The Confederated Tribes of the Grand Ronde are

working on site remediation and the demolition of additional buildings on the property.

Willamette Falls Trust and Portland General Electric have signed a Feasibility and Cooperation Agreement enabling the Trust to assess a portion of PGE property on the island on the west side of the Willamette Falls for a project intended to return public access to the area.

In May staff completed a 4-hour site visit with the CTGR staff and consultant team to discuss the demolition that is occurring on the site and begin to discuss the proposed amendments proposed to implement the Tumwata Village Plan for the property. The site visit and discussion focused on infrastructure, design details, development phasing, and an introduction to the goals and objectives of CTGR for the redevelopment of the property. CTGR staff and their consultants have been meeting with City staff to understand specific technical infrastructure issues.

Staff have been meeting monthly with representatives from the Confederated Tribes of Grand Ronde (CTGR) to discuss on-going site work as well as future land use and development plans for the Tumwata Village Plan. CTGR staff has been working with the CTGR Tribal Council and Tribal members to finalize the Tumwata Village Plan. Once approved, the Tumwata Village Plan will be presented to the city and the public.

7. Canemah ROW issues

There has been no change in the project since the May 2023 update. The Canemah ROW issues will be brought before the City Commission at a future work session to discuss how to move forward with this project.

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Human Resources	Current Date:	January 1, 2026
Percentage Complete:	10%	Target Completion Date:	June 30, 2027
GOAL: CREATE A DIVERSE, EQUITABLE, INCLUSIVE, AND SAFE COMMUNITY AND WORKPLACE – Integration of principles and values that provide for a diverse, equitable, inclusive, and safe City that is welcoming for community members and visitors and strives to create an environment that supports the long-term tenure of employees PRIORITY: Identify methods to reduce barriers for community members to participate in city processes and to increase access to city services and programs			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Update: A Request for Proposals (RFP) to solicit professional facilitation was issued on October 27. The RFP was distributed through the City's standard procurement channels to ensure broad and competitive outreach. The City received seven (7) proposals from qualified firms by the submission deadline. Five staff members representing multiple departments independently reviewed and evaluated the proposals using established criteria outlined in the RFP, including relevant experience, proposed approach and objectives, qualifications of key personnel, and cost considerations. Based on the initial scoring, two firms were identified as finalists. The finalists were invited to participate in interviews and provide formal presentations to the evaluation panel. These presentations allowed staff to further assess each firm's facilitation approach, understanding of the City's needs, and ability to effectively engage stakeholders. Following the interviews, final scoring was completed, and Triangle Advising was identified as the highest-ranked firm. Staff are currently working to draft a professional services agreement and negotiate final scope and cost terms. Once finalized, the agreement will be brought forward for Commission approval. Staff anticipate launching an initiative in the Spring of 2026. Staff plans to Survey the Community and ask community members about their involvement in and utilization of city programs and services. The goal is to better understand who is currently participating in the various programs and services and just as importantly, who is not. The survey will explore barriers that may be preventing broader participation. Staff anticipates gathering information about varying departments and programs such as Parks facilities, Recreation programs, Community concerts and cultural events, Commission meetings, community development, planning processes, etc. Data is the best way to have an impact on improving participation. As part of this process, the city will ask a set of baseline questions, such as: • Who is currently participating in City and who wants to but is not currently?			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Economic Development & Human Resources	Current Date:	December 17, 2025
Percentage Complete:	10%	Target Completion Date:	April 30, 2026
GOAL: CREATE A DIVERSE, EQUITABLE, INCLUSIVE, AND SAFE COMMUNITY AND WORKPLACE – Integration of principles and values that provide for a diverse, equitable, inclusive, and safe City that is welcoming for community members and visitors and strives to create an environment that supports the long-term tenure of employees PRIORITY: Find methods to encourage Oregon City-based businesses to take part in City procurement processes and to prioritize buying local			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - The creation of a small business vendor list for eligible Oregon City businesses seeking to conduct commerce with Oregon City Municipal Government. (January 2026) - A draft set of guidelines will be crafted by staff for internal review			
Status: (what has been done/is being done) - Met with Assistant City Manager and Human Resources to discuss the formation of a program - Economic Development staff met to discuss future program guidelines and procedures			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Human Resources	Current Date:	January 1, 2026
Percentage Complete:	10%	Target Completion Date:	June 30, 2027
GOAL: CREATE A DIVERSE, EQUITABLE, INCLUSIVE, AND SAFE COMMUNITY AND WORKPLACE – Integration of principles and values that provide for a diverse, equitable, inclusive, and safe City that is welcoming for community members and visitors and strives to create an environment that supports the long-term tenure of employees PRIORITY: Empower staff to identify, implement, and operationalize the principles of a diverse, equitable, safe, and inclusive workplace			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) The initiatives and projects supporting this priority and goal are ongoing and continual throughout the biennium. Staff recently completed an RFP process and identified a professional facilitator and trainer. Staff expect to start meeting with facilitator late January.			
Status: (what has been done/is being done) Update: A Request for Proposals (RFP) to solicit professional facilitation was issued on October 27. The RFP was distributed through the City's standard procurement channels to ensure broad and competitive outreach. The City received seven (7) proposals from qualified firms by the submission deadline. Five staff members representing multiple departments independently reviewed and evaluated the proposals using established criteria outlined in the RFP, including relevant experience, proposed approach and objectives, qualifications of key personnel, and cost considerations. Based on the initial scoring, two firms were identified as finalists. The finalists were invited to participate in interviews and provide formal presentations to the evaluation panel. These presentations allowed staff to further assess each firm's facilitation approach, understanding of the City's needs, and ability to effectively engage stakeholders. Following the interviews, final scoring was completed, and Triangle Advising was identified as the highest-ranked firm. Staff is currently working to draft a professional services agreement and negotiate final scope and cost terms. Once finalized, the agreement will be brought forward for Commission approval. 2 Key deliverables: 1. Facilitate and strategic support for the City's DEI Employee Workgroup 2. Design and delivery of staff training and leadership development which aligns with both the DEI priority and the recommendations outlined in the Stay Survey Action Plan.			

The projects will include initiatives such as:

- Aspiring Leaders Cohort
An investment in identifying and developing future leaders within the organization, particularly individuals from underrepresented groups who demonstrate potential for leadership roles.
- Leadership training
Focused on equipping current and emerging leaders with the skills and understating necessary to lead inclusiveness, support diverse teams, and advance the values across departments.
- All staff training
Organization-wide sessions designed to build foundational knowledge around:
- Unconscious and implicit bias
- Empathy in the workplace
- Belonging
- Tools for inclusive communication and collaboration

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Human Resources	Current Date:	January 1, 2026
Percentage Complete:	10%	Target Completion Date:	June 30, 2027
GOAL: CREATE A DIVERSE, EQUITABLE, INCLUSIVE, AND SAFE COMMUNITY AND WORKPLACE – Integration of principles and values that provide for a diverse, equitable, inclusive, and safe City that is welcoming for community members and visitors and strives to create an environment that supports the long-term tenure of employees			
PRIORITY: Strive to internalize DEI into the organization and reduce the long-term need for consultant assistance to successfully continue and expand workplace advancements, education, and training			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) The supporting initiatives and projects remain ongoing and continual throughout the biennium. Staff recently completed an RFP process and identified Triangle Advising Group to serve as facilitator and trainer. Staff expects to start meeting with facilitator late January. This facilitator will support the City's DEI Employee Workgroup and assist in the continued implementation of training and planning deliverables aligned with the Stay Survey Action Plan.			
Status: (what has been done/is being done) A Request for Proposals (RFP) to solicit professional facilitation was issued on October 27. The RFP was distributed through the City's standard procurement channels to ensure broad and competitive outreach. The City received seven (7) proposals from qualified firms by the submission deadline. Five staff members representing multiple departments independently reviewed and evaluated the proposals using established criteria outlined in the RFP, including relevant experience, proposed approach and objectives, qualifications of key personnel, and cost considerations. Based on the initial scoring, two firms were identified as finalists. The finalists were invited to participate in interviews and provide formal presentations to the evaluation panel. These presentations allowed staff to further assess each firm's facilitation approach, understanding of the City's needs, and ability to effectively engage stakeholders. Following the interviews, final scoring was completed, and Triangle Advising was identified as the highest-ranked firm. Staff is currently working to draft a professional services agreement and negotiate final scope and cost terms. Once finalized, the agreement will be brought forward for Commission approval. The City Employee DEI Workgroup continues to explore concepts and build internal leadership capacity. Members are actively engaged in developing initiatives that support a more inclusive, equitable, and welcoming environment for all community members, visitors, and employees.			

- Employee DEI Workgroup – Structure and Leadership
- Stay Survey Action Plan

Job Category

January 2026 Update

Department Contact:	Human Resources	Current Date:	January 1, 2026
Percentage Complete:	5%	Target Completion Date:	June30, 2027

GOAL: CREATE A DIVERSE, EQUITABLE, INCLUSIVE, AND SAFE COMMUNITY AND WORKPLACE – Integration of principles and values that provide for a diverse, equitable, inclusive, and safe City that is welcoming for community members and visitors and strives to create an environment that supports the long-term tenure of employees

PRIORITY: Work with the External Community DEI taskforce to increase involvement and engagement with the community

Breakdown of Projected Timeline: (looking ahead at the next 3 months)

Status: (what has been done/is being done)

July 8, 2025, the City Commission met in a Work Session to discussed and consider the future of the DEI Task Force.

During the discussion, Mayor McGriff and Commissioner Marl expressed an interest to meet with current Task Force members to further explore next steps and gather input.

City staff is prepared to support and assist in the coordination of future meetings.

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Scott Archer	Current Date:	December 23, 2025
Percentage Complete:	15%	Target Completion Date:	April 30, 2027
GOAL: INVEST IN CITY FACILITIES AND INFRASTRUCTURE – Completion of strategic planning, funding opportunities, and long-term investments to provide safe, updated, and sustainable infrastructure as well as improvements to, and construction of, needed city facilities PRIORITY: Create development plans for the Oregon City Pool and End of the Oregon Trail Museum that reflect a community-supported vision for the future location and costs to update or reconstruct the facilities			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) • RFP Released August 6, 2025 • Questions Due August 26, 2025 • Proposal Due September 17, 2025 @ 3 p.m. • Staff Review of Proposals September 17 – October 17, 2025 • Contract Negotiations October 28, 2025 – January 2026 • Contract Award at City Commission TBD – early 2026			
Status: (what has been done/is being done) RFP was advertised beginning August 6, 2025. Proposals were received on September 17th for review. Five qualified proposals were received. A selection committee was formed to review each proposal. The selection committee included individuals from the Parks & Rec staff team, the City Manager's Office, Facilities, PRAC, End of the Oregon Trail/CHP, and Economic Development. Interviews were scheduled for the top three proposers, based on the selection committee's scoring. Finalist interviews were held on October 28th and a preferred consultant was selected. Parks and Recreation staff are currently negotiating the scope of work and fee proposal with the preferred consultant. We are hoping to bring a contract for City Commission approval in late January-early February. Parks and Recreation staff have attended several community meetings to introduce and discuss the upcoming public engagement efforts, including neighborhood association meetings, the Youth Advisory Committee, and PRAC's annual update to the City Commission. We intend to have updates for this project as part of the Pool's 60th Birthday Party in January. Once a contract is executed, staff will begin planning for and scheduling a series of community engagement efforts throughout the spring and summer.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Jarrold Lyman/Scott Archer	Current Date:	December 23, 2025
Percentage Complete:	20%	Target Completion Date:	June 30, 2027
GOAL: INVEST IN CITY FACILITIES AND INFRASTRUCTURE – Completion of strategic planning, funding opportunities, and long-term investments to provide safe, updated, and sustainable infrastructure as well as improvements to, and construction of, needed city facilities			
PRIORITY: Increase community engagement, education, and outreach about the need for new funding sources to maintain, update, and expand parks and recreation facilities			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Following contract awards, we will schedule several community engagement opportunities related to the Clackamette Park and Aquatics Center/EOT design projects - OC Fall Fest, on October 4th, was a huge success! There were lots of great opportunities for community engagement about funding sources - The 60th birthday event for the Oregon City Swimming Pool is scheduled for January 24th, 2026 - We will continue distributing community outreach materials at Concerts in the Park, First City Celebration, and other community events			
Status: (what has been done/is being done) - Developed outreach materials for Parks projects and updates to be used at events city-wide - Incorporated robust community engagement into the scopes of work for Clackamette Park and Aquatics Center/EOT design projects. Each project includes several engagement opportunities - Incorporated an outreach table at OC Fall Fest - Attended neighborhood association meetings and city committee meetings to inform the community about upcoming projects - Planning to utilize the 60th birthday event for the Oregon City Swimming Pool as an opportunity to kick off public engagement for the conceptual design of a new Aquatics and Recreation Center.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Dayna Webb/Kelly Hart	Current Date:	December 20, 2025
Percentage Complete:	2%	Target Completion Date:	June 30, 2027
GOAL: INVEST IN CITY FACILITIES AND INFRASTRUCTURE – Completion of strategic planning, funding opportunities, and long-term investments to provide safe, updated, and sustainable infrastructure as well as improvements to, and construction of, needed city facilities PRIORITY: Consider lobbyist support to identify and secure federal, state, county, and regional funding and grants for needed transportation, water, sewer, and stormwater infrastructure investments and to influence Legislative actions that impact the City			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) • Defined preliminary scope of Public Works infrastructure needs and funding considerations • Preparing for participation in January Legislative Days • Evaluating legislative bill tracking systems to support monitoring during the 2026 short session • Reviewing and refining City legislative priorities related to facilities and infrastructure funding • Aligning advocacy efforts with anticipated state and federal funding opportunities			
Status: (what has been done/is being done) • Held initial meetings with Public Works leadership to discuss: ○ Infrastructure needs and project scope ○ Funding gaps and potential grant opportunities ○ Legislative issues impacting transportation, water, sewer, and stormwater systems • Began internal preparation for January Legislative Days, including: ○ Researching preliminary advocacy goals • Initiated review of legislative bill tracking platforms to improve real-time monitoring during the short session • Conducting a review of existing and emerging legislative priorities to ensure alignment with City infrastructure goals			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Michael Dobaj	Current Date:	December 19, 2025
Percentage Complete:	See below for % complete, some projects on-going	Target Completion Date:	June 30, 2027
GOAL: INVEST IN CITY FACILITIES AND INFRASTRUCTURE – Completion of strategic planning, funding opportunities, and long-term investments to provide safe, updated, and sustainable infrastructure as well as improvements to, and construction of, needed City facilities PRIORITY: Strategically invest in Information Technology Systems that can keep pace with technological changes and advances, such as Artificial Intelligence, while providing an accessible, safe, and secure Information Technology Environment Note: The daily operation of IT is to maintain a safe, secure and accessible environment. The projects listed below are items that IT is implementing to improve security, improve / update internal or public services and keep ahead of technical dept as much as budget and staff resources allow.			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) • Tyler Technologies applications migration to their hosted environment 10% • Microsoft Teams Migration 95% • Transition of City domain to oregoncityor.gov 10% • AI policy deployment with staff training 75% • Bring Your Own Device (BYOD) Policy deployment. - Exempt BYOD 100% - Non-Exempt BYOD 50% - Android MDM 100% - Apple MDM 50% • Replace VMWare infrastructure with Nutanix. 10% • Deploy security tool, Cloudflare which is a Web Access Firewall. 10%			
Status: (what has been done/is being done) • Tyler Migration to Hosted ○ The City has been assigned project managers for both ERP Pro 10 and EP&L. The City has been in contact with these project managers, and an initial meeting was held to review the process to migrate to their hosted environment. I was told that the ERP Pro 10 Migration was what they called a Production-to-Production process. This is a 2-day migration with no testing prior to going live in the new environment. I have asked to migrate all Tyler applications at one time, which has caused the Tyler Tech migration group to work on a plan to accomplish this. This is currently where this project is, we are waiting on their			

migration team to build the plan with dates and milestones to accomplish a complete migration by 05/31/2026. The current expectation is to have a plan early January 2026, and I have also been told that a complete migration before 05/31/2026 is completely possible.

- **Teams Migration**

- Most departments have been migrated to Teams and are operating fully in Teams. There are a few remaining migrations to complete but we are 95% completed. This has been a process but now that staff are using it, they are seeing the benefits and capabilities compared to what we had. However, there are those that still have some difficulty in getting used to the new system. Overall, it's been a smooth migration with a few hiccups.

- **Domain change to .gov**

- The last remaining server that was holding us back from beginning the migration to oregoncityor.gov has been removed and we are now able to do what is needed to update our domain version and start the move. We have other priorities, but this will be done in 2026, and it is important to complete so IT can request grant funding for cybersecurity projects. Communications for this project, both public and internal, will be critical for this project to be successful. This project is on hold until some of the more critical core projects are in progress.

- **AI policy**

- AI policy has been written and approved by the governance committee. The next steps are to work with the department heads to understand the policy and to deploy this to staff. Training will be included in this deployment to help staff understand the use and ethics of AI. This will be a living document and will need to be updated as we learn more and determine the path the City wants to take to use AI along with keeping City data safe. I recently was able to connect with the IT Director for the City of Tulsa; he has written an AI risk matrix along with other documents that he has shared with me. These documents will greatly improve the City's ability to manage the use and risk of AI.

- **Bring Your Own Device Policy**

- The BYOD policy for exempt employees has been completed and is included in the management handbook. This policy outlines how exempt employees will be able to use their personal device to access City resources. The policy requires exempt employees to enroll in the City's Mobile Device Management (MDM) solution before they are allowed to access City resources on their personal device. The non-exempt policy is still in progress. There has been discussion on how to secure access to City resources while continuing to allow the convenience for non-exempt employees to work remotely. This is a sensitive topic as it is attempting to bridge the gap between convenience and security and there is also a legal aspect to this discussion as well. Currently IT is looking for alternative solutions to requiring MDM that will allow convenience but also secure the City better than allowing access to City resources only using MFA.

- **Infrastructure Replacement (Nutanix)**

- Due to the licensing cost of our current City-wide infrastructure application, VMWare, as well as the cost of replacing our hardware that is past its normal useful life it was decided the City needed to determine a viable alternative. The solution IT decided on after researching to find the best solution as well as discussing what other cities are using, is a well-reviewed solution called Nutanix. This solution will replace our current old hardware as well as supply a new hypervisor application that is easy to use, extremely stable and less

expensive. This new solution will allow City IT to take over maintenance; server builds and support from our current MSP which will also save the City money to be able to continue to invest in IT systems. This project is currently in the quote gathering stage after working with Nutanix to right size the solution for current and future City resource needs. The current time frame for project completion is first or second quarter of 2026.

- **Cloudflare Deployment**

- This is a project to continue the ongoing effort to improve cybersecurity for public access to City web services such as GIS. At one of the IT conferences I went to, a county IT director informed me of a solution, free to government agencies, from a company called Cloudflare. Cloudflare is a highly reviewed company that offers Web Access Firewalls, WAF's, to protect the agencies web services by placing a firewall between the web service and the public. They scan and help prevent bad actors from being able to access those services and compromise them. This is a tool that we would not be able to afford but due to the program this company is offering we are able to implement at no cost. This project is at the beginning phase of determining what we need to do to implement. We have had a discussion with Cloudflare, and we are setting up our next meetings to work on implementing this solution. With all the other projects, it is expected to have this completed by the end of Q2 2026.

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Jarrod Lyman	Current Date:	December 16, 2025
Percentage Complete:	Ongoing	Target Completion Date:	June 30, 2027
GOAL: INCREASE COMMUNITY ENGAGEMENT OPPORTUNITIES – Increase participation opportunities for all residents and create an informed community that participates in the public process.			
PRIORITY: Increase the material and content on the City’s website and social media channels, as well as the methods by which they are produced and delivered, to maximize the information provided in a short and concise manner, including possible expanded use of video			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) • Use content written for Trail News to feed additional social content • Determine a strategy for Trail News to help feed creation of E-Trail News to simplify processes • Look for additional opportunities to create videos for content			
Status: (what has been done/is being done) • Staff are working with other departments to increase the amount of photos and video content taken • Number of short videos produced has increased with moderate to high viewership • Social channels continue to grow, with engagement numbers far outpacing most other regional cities			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Scott Archer/Thomas Kissinger	Current Date:	December 23, 2025
Percentage Complete:	25%	Target Completion Date:	June 30, 2027
GOAL: INCREASE COMMUNITY ENGAGEMENT OPPORTUNITIES – Increase participation opportunities for all residents and create an informed community that participates in the public process			
PRIORITY: Expand community engagement and participation opportunities through the creation of new public events and programs such as community open houses, forums, surveys, and town halls			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Parks & Rec staff implemented a new community event, OC Fall Fest, on October 4th, 2025. This event had vendor booths, community organizations, and opportunities for City departments to engage the community. The event was well attended and received well by the community! - Parks & Rec staff have planned a 60th birthday party for the Oregon City Swimming Pool, which celebrates this landmark in 2026. We plan to utilize this fun and engaging event as a kickoff to the planning process for the future Recreation & Aquatics Center project. The event will be held on January 24th, 2026. - Community engagement and participation opportunities are a key component of the scope of work for the Clackamette Park and Recreation & Aquatics Center/End of the Oregon Trail projects. Our project teams will utilize new and innovative community events to spread the word about these projects and solicit feedback from the community. A contract has been executed for the Clackamette Park project, with upcoming opportunities for community engagement. A preferred consultant has been selected for the Recreation & Aquatics Center/EOT project, with the hope of executing a contract in January or February.			
Status: (what has been done/is being done) - The Parks & Rec Dept have continued to coordinate and grow our popular long-standing community events including Concerts in the Park and Movies in the Park. These events have evolved and grown over time. Staff continue to look for ways to improve upon the success, thus expanding our connection and engagement with our community. - The annual 4th of July event was reinstated in 2024 after years of hiatus. - The annual National Night Out event is led by the Police Department and supported by multiple departments in the city. - Staff worked with several City departments and sponsors to produce a new community event, OC Fall Fest, which took place on October 4th, 2025. This event provided new opportunities to engage with and educate the community in a fun, family-friendly format. - Staff worked with local partners to reinstitute the Historic Cemetery Tours, which will take place at Mountain View Cemetery on the evening of October 4th, 2025. This event provided the community with an opportunity to explore and engage with our historic Pioneer Cemetery. This event was well attended and appreciated by the community - Community engagement was a key focus for the Clackamette Park and Recreation & Aquatics Center/ EOT project scopes of work. Proposers were asked to consider how community events			

and education opportunities could effectively be utilized to gather support and input on these projects.

- Staff are working to improve communications related to parks projects, including a redesigned parks project website with associated marketing materials to help inform the community of upcoming and in-progress projects.

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Jarrod Lyman	Current Date:	December 16, 2025
Percentage Complete:	30%	Target Completion Date:	June 30, 2027
GOAL: INCREASE COMMUNITY ENGAGEMENT OPPORTUNITIES – Increase participation opportunities for all residents and create an informed community that participates in the public process			
PRIORITY: Utilize community events, such as Concerts in the Park, National Night Out, and others to increase community education and engagement			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Preparations are underway for the first event of the 2026 Spring season, the annual Spring Forward event, scheduled for March 7th			
Status: (what has been done/is being done) 2025 Events season has ended, with no additional events happening since October update			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Jarrod Lyman	Current Date:	December 9, 2025
Percentage Complete:	10%	Target Completion Date:	June 30, 2027
GOAL: INCREASE COMMUNITY ENGAGEMENT OPPORTUNITIES – Increase participation opportunities for all residents and create an informed community that participates in the public process			
PRIORITY: Continue to support the Citizen Involvement Committee and Neighborhood Associations and strive to identify methods to increase community involvement and improve communication with the City Commission			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Staff are evaluating solutions for effective CIC meetings as the growth in membership has necessitated a change from the former location at City Hall - Staff are working with Hazelgrove/Westling Farm on a possible alternative to the common practice of sending post cards in advance of each meeting			
Status: (what has been done/is being done) - Southend Neighborhood Association has officially reactivated. The association has a full leadership structure and has appointed two CIC representatives. - Rivercrest is now the only NA that isn't active. However, both staff and CIC representatives have communicated with residents that have voiced an interest in reactivating the association.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update

Department Contact:	Jarrod Lyman	Current Date:	December 16, 2025
Percentage Complete:	10%	Target Completion Date:	September 30, 2026

GOAL: INCREASE COMMUNITY ENGAGEMENT OPPORTUNITIES – Increase participation opportunities for all residents and create an informed community that participates in the public process

PRIORITY: Investigate opportunities and costs to enhance Trail News and focus on more up to date material and information that is produced on a more regular basis

Breakdown of Projected Timeline: (looking ahead at the next 3 months)

- First monthly issue of Trail News is slated to be published for the month of February

Status: (what has been done/is being done)

- A template has been created by the current Trail News designer that staff will use to create a test publication, to determine the feasibility and effectiveness of switching the format.
- New format has been presented to the City Commission, who approved of the new direction.
- A production timeline and procedures for content generation have been put together, with the understanding that flexibility will be key as the process plays out.
- It is planned that issues will hit mailboxes the final week of each month, so relevant information covers an entire month for residents.

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Shaun Davis	Current Date:	December 23, 2025
Percentage Complete:	25%	Target Completion Date:	On-going
GOAL: REDUCE HOMELESSNESS IN OREGON CITY – Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served PRIORITY: Advocate for proportional federal, state, regional, and county funding to address the impacts on the community and to provide adequate local services to support the demands created by increased housing and social services			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Review previous years' statistics to identify specific impacts on the department that will help us advocate for county, regional, and state funding opportunities. - Work with Kelly Hart on lobby support at the state legislature specifically to identify possible state and regional funding sources.			
Status: (what has been done/is being done) Applied for and was awarded \$40,000 for the Metro Enhancement Grant for PD/Code project: Keep OC Clean (Homelessness Cam Cleanup/Graffiti Removal/Shopping Car Pickup)			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Shaun Davis	Current Date:	December 23, 2025
Percentage Complete:	25%	Target Completion Date:	On-going
GOAL: REDUCE HOMELESSNESS IN OREGON CITY – Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served PRIORITY: Work with business partners downtown, Clackamas County, and non-profits to address existing impacts and identify solutions, especially the impacts associated with the existing after-hours and weekend homeless service gaps			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Continue monthly DOCA meetings and coordination with Love One and our HOS - Review previous years' statistics to identify specific impacts on the department that will help identify possible additional partners that can help provide resources.			
Status: (what has been done/is being done) - Prepared and presented an Exclusion Zone Ordinance to City Commission. The exclusion zone ordinance was passed by a unanimous vote and goes into effect on January 2nd, 2026 - Chief Davis meets monthly with DOCA Director Juliana Allen to share information and work to identify solutions to reduce the impacts associated with homelessness in the downtown area - The PD coordinates with Love One and our Homeless Outreach Specialist to identify homeless individuals that need outreach and resources			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Shaun Davis	Current Date:	December 23, 2025
Percentage Complete:	25%	Target Completion Date:	On-going
GOAL: REDUCE HOMELESSNESS IN OREGON CITY – Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served			
PRIORITY: Provide for social services while utilizing enforcement as needed to meet community members and businesses expectations for a safe and inviting City			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Our BHU continues to provide key mental health services to the homeless community and work with community partners to provide resources as needed. - Evaluate the newly approved downtown core exclusion zone and report back to the Commission.			
Status: (what has been done/is being done) - Prepared and presented Exclusion Zone Ordinance to City Commission which was passed by a unanimous vote. Ordinance goes into effect on January 2nd, 2026. - Worked with City Prosecutor and municipal court on future Caring Court. - We utilize our Love One Homeless Outreach Specialist to provide social services and outreach to homeless individuals our staff encounter. - Had a Work Session with the Commission on Exclusions Zones on September 9th, 2025. Staff was provided with direction to move forward with an Exclusion Zone ordinance and bring back to a future Commission Meeting. - Our BHU continues to provide mental health services to the homeless community as needed.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Shaun Davis	Current Date:	December 23, 2025
Percentage Complete:	25%	Target Completion Date:	On-going
GOAL: REDUCE HOMELESSNESS IN OREGON CITY – Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served			
PRIORITY: Increase communication about the services, resources, and the role of the City and steps that are being taken to address homelessness in the community			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Created a one-page information flyer about the new Downtown Exclusion Zone Ordinance. This will be shared with DOCA, downtown businesses, and Father’s Heart.			
Status: (what has been done/is being done) - Placed new Exclusion Zone Ordinance information on City’s website. - Chief Davis meets monthly with DOCA President Juliana Allen to share information and create solutions with homelessness related calls in the downtown area.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Shaun Davis	Current Date:	December 23, 2025
Percentage Complete:	25%	Target Completion Date:	On-going
GOAL: REDUCE HOMELESSNESS IN OREGON CITY – Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served			
PRIORITY: Continue to be a regional leader in identifying and implementing creative solutions and partnerships to reduce homelessness and its impact on the community			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Review previous years' statistics to identify specific impacts on the department that will help us identify potential solutions and partnerships.			
Status: (what has been done/is being done) Through the Clackamas County City-Led Initiative Grant, Love One was awarded a grant to hire a Homeless Outreach Specialist for Oregon City. We coordinate with Love One and our Homeless Outreach Specialist to identify homeless individuals that need outreach and resources.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Matt Zook	Current Date:	December 23, 2025
Percentage Complete:	16.67%	Target Completion Date:	June 30, 2027
GOAL: REDUCE HOMELESSNESS IN OREGON CITY – Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served			
PRIORITY: Strive to embed the Oregon City Support Services Community Court into the proposed Caring Place facility to consolidate supportive services into one location			
Breakdown of Projected Timeline: (looking ahead at the next 3 months)			
Jan-March 2026: Ongoing trauma-informed training for Court staff and partners March 2026: 6-month demographics and recidivism data report available March 2026: We will be adding an in-person mental health support group for Caring Court participants through NAMI			
Status: (what has been done/is being done)			
Caring Court has continued to build momentum, recently relocating from the Community Development Room to the Robert Lipke courtroom to provide participants with improved access to court services and facilities. On December 22nd, Caring Court held its fifth session and celebrated a significant milestone with its first participant graduation. The program demonstrates strong engagement, with an average attendance rate of 80.45%, and is currently supporting 18 active participants as they work toward successful case resolution and stability.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Shaun Davis	Current Date:	December 23, 2025
Percentage Complete:	25%	Target Completion Date:	June 30, 2027
GOAL: REDUCE HOMELESSNESS IN OREGON CITY – Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served			
PRIORITY: Advocate for engagement and partnerships with neighboring communities to provide resources within their jurisdictions to increase services throughout the region			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Review previous years' statistics to identify specific impacts on the department and City. Use the statistics to engage and build partnerships with neighboring communities.			
Status: (what has been done/is being done)			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	James Graham	Current Date:	December 17, 2025
	Ongoing	Target Completion Date:	Ongoing
GOAL: SUPPORT ECONOMIC DEVELOPMENT AND TOURISM THROUGHOUT OREGON CITY – Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors			
PRIORITY: Ensure a smooth transition and the necessary support and coordination between the Destination Marketing and Management Organization and the City.			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - The DMMO Administrator and Economic Development staff have set up regular check-in meetings on the first Tuesday of each month - Work with the DMMO Administrator to fulfill the terms and conditions of the City's MOU Agreement (Ongoing)			
Status: (what has been done/is being done) - On August 22nd, staff had their first meeting with the new DMMO Administrator to discuss the terms and conditions of the City's MOU. - Staff have been engaged with the DMMO, attending board meetings and participating in special activities sponsored by the DMMO. - Staff worked with the DMMO Administrator to assist with preparing DMMO's contractual presentation before the City Commission for the entity to receive program funding.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	James Graham	Current Date:	December 17, 2025
Percentage Complete:	50%	Target Completion Date:	February 28, 2026
GOAL: SUPPORT ECONOMIC DEVELOPMENT AND TOURISM THROUGHOUT OREGON CITY – Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors PRIORITY: Review the process for public and private event planning, the City grant processes, and the Metro Enhancement Grant program to determine if the application submittal and review process can be simplified and improved			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Staff will be working on program procedures and application guidelines to improve the application process of the City-Sponsored Public Event Program. Recommendations will be forwarded to the City Commission for review and approval. - The Metro Community Enhancement Grant Program Committee to review the program guidelines, application, and scoring system in February 2026.			
Status: (what has been done/is being done) Community Enhancement Grant Program. A doodle poll has been submitted to members of the Community Enhancement Grant Committee to identify a date to meet. The meeting is scheduled for October 20th, 2025. City-Sponsored Public Event Program. Staff have begun reviewing existing program procedures and application guidelines. - On October 20th, 2025, the Community Enhancement Grant Program Committee held a special program meeting to craft new program guidelines to mitigate the challenges associated with the existing program. The committee was successful with crafting new program guidelines.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	James Graham	Current Date:	December 17, 2025
Percentage Complete:	Ongoing	Target Completion Date:	Ongoing
GOAL: SUPPORT ECONOMIC DEVELOPMENT AND TOURISM THROUGHOUT OREGON CITY – Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors			
PRIORITY: Focus on the marketing and development of the employment lands within the Thimble Creek Concept Plan and along Meyers Road			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Ad Hoc Committee to meet with the City Commission during a work session to brief Commission members on the challenges impeding the Thimble Creek Concept Plan and to discuss potential opportunities for development of several properties. - Staff will schedule a meeting with City Commission Liaison Members to brief them on a previous discussion with the Community College.			
Status: (what has been done/is being done) - Staff have met with various property owners in the Thimble Creek area. Several property owners have expressed their desire to sell their properties. - A Thimble Creek Ad Hoc Committee has been established. The committee is comprised of two City Commission members as well as the City Manager, staff from economic development and planning. - The Oregon City Commission adopted via resolution the Thimble Creek Industrial Land Readiness Strategic Plan in the Spring of 2025. - City staff met with Clackamas Community College to discuss options for development of their recently acquired property in the Thimble Creek area.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	James Graham	Current Date:	December 17, 2025
Percentage Complete:	99%	Target Completion Date:	March 30, 2026
GOAL: SUPPORT ECONOMIC DEVELOPMENT AND TOURISM THROUGHOUT OREGON CITY – Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors			
PRIORITY: Complete the feasibility study for the expansion opportunities of broadband in Oregon City			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Staff from Public Works, Community Development, IT, and Finance (interdepartmental team) will come together to revisit and review the Magellan Fiber Optic Study. (March 2026)			
Status: (what has been done/is being done) Consultants, Magellan Advisors, finished their fiber optics feasibility study (Delivered in December 2022).			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	James Graham	Current Date:	December 17, 2025
Percentage Complete:	90%	Target Completion Date:	February 28, 2026
GOAL: SUPPORT ECONOMIC DEVELOPMENT AND TOURISM THROUGHOUT OREGON CITY – Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors PRIORITY: Participate in discussions with Clackamas County to determine the future of the downtown County Courthouse and how to safely and securely manage the building while it is vacant to ensure it does not negatively impact the downtown businesses and visitor experience, while maintaining public access to Liberty Plaza			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) The Main Street Courthouse building is slated to be demolished during the winter of 2026. Staff will work with the County and the new investor group up to the demolition of the structure to safely secure the site.			
Status: (what has been done/is being done) - In April of 2025, staff met and participated in the County’s Main Street Courthouse Request For Expressions of Interest (RFEI) Selection Advisory Committee. - In July of 2025, the County initially secured the building with fencing around the courthouse. Shortly after all personnel were relocated to the new facility, the building was locked down, and security cameras were installed around the building. - The County is currently negotiating with an investor group to develop the Main Street Courthouse. The proposed disposition and development agreement (DDA) requires the investor group to commit to a lot line adjustment for Liberty Plaza to be dedicated to the City of Oregon City. - On September 18th, 2025, the Board of County Commissioners voted unanimously to approve a proposal from Next Level Development to develop the Main Street County Courthouse - On December 16th, 2025, staff met with the developer of the Main Street Courthouse to discuss possible City incentives, the development of Liberty Plaza, and the application of SDC charges against the project.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Ec. Dev and Code Enforcement	Current Date:	December 17, 2025
Percentage Complete:	90%	Target Completion Date:	February 2026
GOAL: SUPPORT ECONOMIC DEVELOPMENT AND TOURISM THROUGHOUT OREGON CITY – Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors PRIORITY: Identify opportunities to support downtown Oregon City businesses in response to the relocation of the County Courthouse, including updating the parking study, potential business support programs, and employee parking opportunities			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Code enforcement is preparing to convert downtown parking to three-hour limit. Revised cost estimates to update meters will be brought to City Commission for approval in February.			
Status: (what has been done/is being done) Parking Downtown - A parking study was prepared by Rick Williams Consulting for the Oregon City Community Development Department. - In May/June 2025, the Main Street Courthouse was vacated by the County and courthouse staff were relocated to a new facility. - Due to a lack of funding, an update to the parking study could not be done to determine the impact of the relocation of Main Street Courthouse staff. - With the relocation of the County Courthouse there is more parking available for patrons - On November 12, 2025, the City Police and the City Commission discussed extending the parking meter time allotment from 2 hours to 3 hours, allowing more time for downtown patrons. - Ec. Dev. staff are working to structure and schedule a proposed meeting with the City Police and with DOCA to explore ways to offer more parking opportunities downtown (to be scheduled).			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	James Graham	Current Date:	12/17/2025
Percentage Complete:	80%	Target Completion Date:	March 31, 2026
GOAL: SUPPORT ECONOMIC DEVELOPMENT AND TOURISM THROUGHOUT OREGON CITY – Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors PRIORITY: Investigate opportunities to expand the enterprise zone, vertical housing tax credit, and other programs in the mixed use, commercial, employment, and industrial areas to support and encourage businesses, employment, and housing investments in Oregon City			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - The Oregon Enterprise Zone application was submitted to Business Oregon for final approval on September 9, 2025. We await their response. - Adaptive Reuse Rehabilitation Building Program. Staff will continue to work with London D. Aesthetics as the business moves through the permit entitlement process. - Staff will identify another applicant to apply for the remaining funds under Adaptive Reuse Rehab program. - Staff to develop new draft guidelines and procedures for the Vertical Housing Tax Credit Program with the intent to streamline the application process and to enhance clarity of the guidelines.			
Status: (what has been done/is being done) Oregon Enterprise Zone - On March 7, 2025, Business Oregon notified Ec. Dev. that the current Enterprise zone configuration was ineligible for renewal. The renewal deadline for the existing Enterprise Zone was June 30, 2025. - Ec. Dev. requested and was granted a 60-day extension to reinstitute the Oregon City Enterprise Zone. The extension was to August 15, 2025. - In May of 2025, Eco Northwest was hired to conduct an analysis of the existing enterprise zone to explore ways to bring the zone into compliance with state law and to enlarge the existing zone. - Met with taxing districts and school district. - On June 30, 2025, staff met with the Oregon City School District to gain its support for Oregon City's Enterprise Renewal Application. - On June 30, 2025, the school district voted unanimously to support Oregon City's enterprise zone renewal application. - On July 16, 2025, the Oregon City Commission voted to approve the enlarged enterprise zone from 717 acres to 837 acres. - Business Oregon Approved Oregon City's Enterprise Zone in September 2025.			

- **Adaptive Reuse Rehabilitation Building Program**

On August 20, 2025, the Oregon City Commission reviewed an application from London D. Aesthetics. The Commission expressed its interest in seeing the application move forward in the process.

The applicant to obtain Planning and Building review of the project.

- **Vertical Housing Tax Credit Program**

Staff will be obtaining information from other jurisdictions to ascertain how they manage their respective Vertical Housing Tax Credit Programs with the intent to revise Oregon City's existing tax zone as well the program's guidelines.

2025-2027 Commission Goals and Strategies



Job Category

January 2026 Update			
Department Contact:	Kelly Hart	Current Date:	December 20, 2025
Percentage Complete:	5%	Target Completion Date:	June 30, 2027
GOAL: INCREASE HOUSING OPPORTUNITIES – Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force housing PRIORITY: Create pre-approved designs for accessory dwelling units that would be allowed throughout the City, with the exception of the McLoughlin Conservation and Canemah Historic Districts			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) <i>THIS WAS NOT FUNDED IN THE 25-27 BUDGET</i>			
Status: (what has been done/is being done) Staff to research grant funding opportunities: - Legislative adoption of OCMC 17.40 code amendments and the creation of a new HRB Policy #13 allowing for building permit review of small dwelling units on non-designated resources in the McLoughlin Conservation District, in accordance with the Compatible Change HRB policy direction. (Spring 2026 – still on track) - Funding also available through Dept. of Land Conservation Housing Grants, National Trust for Historic Preservation. - Concurrent efforts underway in response to HB 2258, Department of Consumer and Business Services - Overlay District regulations for Natural Resources and Geologic Hazards constrain land, require Land Use process. - Work will be informed by DLCD mandated Housing Production Strategy to be adopted in 2027, following completion of Housing Needs Analysis in 2026. - City will begin the Housing Capacity Analysis and Contextual Housing Needs process in Spring 2026. - Awaiting DLCD completion of permit ready plans for accessory dwelling units.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Dayna Webb	Current Date:	December 17, 2025
Percentage Complete:	20%	Target Completion Date:	Fall 2026
GOAL: INCREASE HOUSING OPPORTUNITIES – Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force housing			
PRIORITY: Continue the process of discontinuing City use of the Center Street property			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Staff will be finalizing the design and preparing the bid package for the Magnesium Chloride & Sanding Rock to be located at Fir Street. - Staff will continue working with WES staff to develop an IGA for long term use of their facility for sewage decanting. - A Business Oregon grant has been completed and will be submitted requesting grant funding to perform a Phase I environmental review of the property.			
Status: (what has been done/is being done) Staff have identified a handful of items that need to be addressed to prepare the Center Street property for its next chapter. These include: Magnesium Chloride (De-Icer) & Sanding Rock Storage: - Design is complete for the relocation of the Magnesium Chloride (De-Icer) and Sanding Rock from Center Street to Fir Street. Staff are preparing the package to go out to bid. - Winter operations will continue out of the Old Center Street property this winter, with relocation of the facilities anticipated to be complete by Summer 2026. Decant Facility: - City staff have met with Water Environment Services staff and WES has verbally agreed they can accept our raw sewage materials for decant. City staff have visited the WES decant site and been trained on using their facility. - Staff are working with WES to develop an IGA for the long-term use of their facility for decant purposes. Once the terms of the IGA are determined, the IGA will be presented to City Commission for approval once complete. Sandbag Station: - The sandbag filling station has been relocated to Hillendale Park, near the Camp Host. General Site Clean-up: - Staff will continue working to remove any remaining items at Center Street.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Dayna Webb	Current Date:	December 17, 2025
Percentage Complete:	5%	Target Completion Date:	June 30, 2027
GOAL: INCREASE HOUSING OPPORTUNITIES – Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force housing PRIORITY: Investigate the use of the Center Street property for workforce housing and potential public access to the upper yard and the two parking lots for private residential development			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Staff are currently completing a Property Acquisition Summary, confirming when and which fund purchased each piece of property associated with the Center Street properties. - Staff will continue to work towards removing barriers to the sale and redevelopment of the Center Street Property.			
Status: (what has been done/is being done) Staff provided an overview of the four Public Works properties at the December 9th, 2025 Work Session. The properties are currently zoned Institutional. City Commission discussion identified Medium Density Residential, which is the adjacent zoning, as the best option for the properties moving forward. City Commission also discussed options to continue looking at opportunities to discuss workforce housing or partnerships related to the redevelopment of the site. Staff will continue to work towards removing barriers to the sale and redevelopment of the Center Street Property and prepare the property for sale: - Staff presented a Property Summary the four tax lots that encompass the Public Works Center Street property and the information available related to the acquisition of the properties. Staff will continue to understand the constraints and encumbrances on the property, and work to remove barriers to redevelopment that include: - Title Reports – Done! - Phase 1 & 2 Environmental Reports - Hazardous Materials Study - State Historic Preservation Office (SHPO) Review - Rezoning of the property: CC Work Session on 12/9/2025 consensus was to move forward with Medium Density Residential (R-3.5) - Utility Lines & Easements: Sewer line is not in use, and the Upper Yard area can be served from other sewer lines in the area that do not bisect the Lower Yard. Details of the power lines are being reviewed to determine if they can be moved.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	James Graham	Current Date:	December 17, 2025
Percentage Complete:	10%	Target Completion Date:	March 31, 2026
GOAL: INCREASE HOUSING OPPORTUNITIES – Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force housing			
PRIORITY: Consider the creation of an inclusionary zoning program and extend the vertical housing tax credit where appropriate, primarily in the mixed-use zones			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Staff will begin reviewing the existing Vertical housing tax credit program to improve and enhance the incentive. During this process the investment community will have an opportunity to weigh in			
Status: (what has been done/is being done) - Staff will obtain information from other jurisdictions to ascertain how they manage their respective Vertical Housing Tax Credit Programs. - Staff meet with a developer to discuss the nature of their experience with the program in other jurisdictions.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Dayna Webb	Current Date:	December 17, 2025
Percentage Complete:	10%	Target Completion Date:	June 30, 2027
GOAL: INCREASE HOUSING OPPORTUNITIES – Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force housing PRIORITY: Implement tiered system development charges that reduce charges on workforce housing and smaller housing units while remaining revenue neutral			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Staff are working with the City’s consultant to develop a scope of work that will: - Facilitate a work session on concepts for tiering Utility SDCs (Water, Stormwater, Sanitary Sewer, and Transportation). - Advance the update of the Sanitary Sewer System SDC methodology to incorporate tiering. - Present to the City Commission, for discussion, the potential deferral of SDC payments from Building Permit issuance to Certificate of Occupancy.			
Status: (what has been done/is being done) A City Commission Work Session is scheduled for January 13th, 2026 and will include discussion of the following topics: SDC Tiering: - Sanitary Sewer SDC Tiering: It is anticipated that the Sanitary Sewer SDC’s will be modeled after the recently adopted parks SDC’s. Using the WES square footage for single-family, and the number of bedrooms for multi-family. - Staff will use the feedback from the work session around Tearing Utility SDC’s to determine which SDC to move forward with next for tiering. Other Options to support development of workforce housing and housing units: - The Municipal Code currently requires SDCs to be paid before a Building Permit is issued. Staff will outline how other agencies handle SDC payments, at building permit issuance or at certificate of occupancy, and seek City Commission feedback on whether to pursue a Code Amendment allowing payment to be deferred to the Certificate of Occupancy			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Dayna Webb	Current Date:	December 17, 2025
Percentage Complete:	25%	Target Completion Date:	June 30, 2027
GOAL: INCREASE HOUSING OPPORTUNITIES – Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force housing			
PRIORITY: Advocate for infrastructure funding at the regional, state, and federal levels that would support the construction of new housing and the implementation of state mandates			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Continue to work with Metro on preparing for the McLoughlin Boulevard Project. - Continue to work with the State on the Henrici Reservoir #2 documentation and IGA's needed to get the project moving forward. Planning Update - Assist Public Works – Engineering with the identification of grants related to housing. - Process the rezoning of city-owned tax lots for residential use as directed by the commission (second read of ordinance in January 2026). - Review City Commission Goal 2.3 Update for status on developing a lobbying plan for the City.			
Status: (what has been done/is being done) Funding obtained: Metro Regional Flexible Funds Grant: <u>Project Title:</u> OR 99E (McLoughlin Boulevard) 10th Street to Tumwata Village: Shared-Use Path and Streetscape Enhancements Project Development <u>Project Description:</u> Complete design for streetscape reconfiguration on McLoughlin Boulevard, which will include widened sidewalks, curb extensions, improved crossings, and new green spaces. <u>Source/Funding Type:</u> Federal Transportation Funds, administered by ODOT. <u>Total Estimated Cost:</u> \$2,670,970 <u>Total Regional Flexible Funds:</u> \$2,232,341 <u>Timing:</u> The funding is for Federal Fiscal Year 2029, which begins October 1st, 2028, so the work will not get started for a while. <u>Status Update:</u> Staff anticipates beginning work with Metro on the IGA for this project in early 2026. Henrici Reservoir #2 Funding: <u>Project Title:</u> Henrici Reservoir #2			

- Project Description: New 2.5 MG welded steel drinking water reservoir that addresses a critical water storage deficiency in the City's Upper Zone. This project supports 1,105 housing units in the Thimble Creek Concept Plan area.
- Source/Funding Type: State Lottery Bond Funds, administered by the City. This project made possible with the support of Representative Annessa Hartman.
- Total Estimated Cost: \$6,500,000
- Total State Lottery Bond Funds: \$6,500,000
- Timing: The funding is for 2025-2027 Legislatively Adopted Budget.
- Status Update: Once a staff member at the State is assigned, we will move forward with project agreements.
- **Washington Street Improvements:**
 - Project Title: Washington Street: Metro South to Abernethy Road
 - Project Description: Project to modernize road systems and provide easier, safer access to community, retail, and entertainment facilities. Construction of center turn lane, pedestrian level street lighting, sidewalks and planter/stormwater treatment area, and installation of an RRFB.
 - Source/Funding Type: Federal Transportation Funds, administered by ODOT.
 - Total Estimated Cost: \$4,457,000
 - Total Federal Funds: \$4,000,000
 - Status Update: The project IGA has been executed; staff are working with ODOT to move forward with the Request for Proposals for consultant services.

Funding pending:

- **ARTS Applications – Citywide Signal Improvements:**
 - Project Title: Oregon City Signal Safety Improvements
 - Project Description: Complete signal hardware safety upgrades, install pedestrian countdown timers, implement signal safety improvements and install leading pedestrian intervals where appropriate.
 - Source/Funding Type: Federal Transportation Funds, administered by ODOT
 - Total Estimated Cost: \$1,657,000
 - Total Federal Funds: \$1,491,300
 - Timing: The funding is for Federal Fiscal Year 2028-2030.
 - Status Update: Waiting for an update from ODOT on which projects will be funded.
- **ARTS Applications – Molalla Avenue & Pearl Street Safety Improvements:**
 - Project Title: Molalla Avenue and Pearl Street Intersection
 - Project Description: Implementation of appropriate intersection lighting, providing curb ramp extension on the SW corner and adding pedestrian countdown timers
 - Source/Funding Type: Federal Transportation Funds, administered by ODOT
 - Total Estimated Cost: \$760,000
 - Total Federal Funds: \$684,000
 - Timing: The funding is for Federal Fiscal Year 2028-2030.
 - Status Update: Waiting for an update from ODOT on which projects will be funded.
- **WIFIA Transmission Phase 3:**
 - Project Title: Oregon City Water Transmission Main Phase 3
 - Project Description: Complete the final phase of our Water Transmission Main project, by upgrading undersized pipes.
 - Source/Funding Type: Federal Transportation Funds, administered by ODOT. This project is part of Congresswoman Janelle Bynum FY 26 Community Project Funding Requests.
 - Total Estimated Cost: \$2,600,000
 - Total Funds requested: \$2,080,000

- Timing: If awarded, this funding is for Federal Fiscal Year 2026. Currently, the project is still included in the possible list of projects to be funded, with a decreased funding amount of \$1,092,000.
- **Clackamas County Strategic Investment Fund (SIF):**
 - Project Title: OR 213 & Beavercreek Road Capacity Improvements
 - Project Description: Complete capacity enhancing improvements for the westbound Beavercreek Road to Northbound Hwy 213 movement. This addresses the AM peak hour capacity constraints.
 - Source/Funding Type: Clackamas County SIF funds to support a regionally significant transportation project. Staff continue to work with County staff to identify an opportunity for SIF to contribute to this project.
 - Total Estimated Cost: \$6,000,000
 - Total Funds Requested: \$750,000
 - Timing: Staff are moving forward with the Request for Proposals and hope to get that out before the end of the year.

Planning Update

- Planning / Economic Development held a pre-application conference to start the process of the rezoning of City-owned tax lots for residential use as directed by the Commission.

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Economic Development	Current Date:	December 17, 2025
Percentage Complete:	2%	Target Completion Date:	March 31, 2027
GOAL: INCREASE HOUSING OPPORTUNITIES – Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force housing			
PRIORITY: Identify opportunities to use public land in partnership with non-profits for the development of long-term workforce housing			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) Identify Urban Renewal/City-owned properties to be utilized for building workforce housing. Approval from the appropriate governing bodies will be required. (January 2026)			
Status: (what has been done/is being done) No Update December 17, 2025			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update

Department Contact:	Scott Archer/Tom Kissinger	Current Date:	December 23, 2025
Percentage Complete:	50%	Target Completion Date:	July 31, 2026
GOAL: IMPROVE THE CITY'S PARK LANDS AND NATURAL RESOURCES – Transition from planning to constructing amazing parks and open spaces and create a plan to share with the community about the costs, revenue generation opportunities, and potential improvements to the City's Park system to address the existing deferred maintenance PRIORITY: Adopt a 5-year Parks Capital Improvement Plan that prioritizes projects and will guide budget investments, revenue options, and grant opportunities for potential funding sources for deferred maintenance throughout the parks and recreation system			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Prepared a draft Capital Improvement Plan (CIP) that outlines specific projects that are currently funded, could be funded, or unfunded. Specific projects are tied to Commission Goals, SDC project list, and time-limited funding sources like Metro Local Share for the first tranche of projects. Project lists include a mix of asset replacement (deferred maintenance) and new development. - Identified possible funding sources that can be used to supplement funded projects or cover unfunded projects. Outlined match requirements and potential sources of matching funds. - Discussed draft CIP with PRAC to gain input on project list and develop an engagement plan to ensure community buy-in. - Using the draft CIP, begin calculating revenue options that can cover annual maintenance expenses and fill gaps in funding for projects. Staff anticipate bringing the draft CIP and funding options to a City Commission work session for initial discussion and feedback.			
Status: (what has been done/is being done) - Initial CIP was drafted for review by PRAC at their September meeting. Adjustments were made based on their feedback and the CIP was recommended for approval in the October 2025 PRAC meeting - Collected existing department information regarding revenue options, including a previous study into a Parks utility fee. Using this previous study, drafted a calculator that can be used to estimate annual revenues for different fee levels. - Staff will schedule a work session with City Commission to review the work so far, refine the plan, and discuss options for future funding. - Following City Commission work session, refine CIP and begin planning communications strategy to gain resident buy-in based upon feedback received. Coordinate with Finance department and City Manager's office to refine potential funding options. Coordinate with Communications to develop engagement plan.			

Commented [SA1]: @Thomas Kissinger Please take a stab at this. We can note review with PRAC in upcoming meetings. We also need to incorporate language about initiating a parks fee. Let's confer as needed on how to describe this one.

Commented [TK2R1]: Take a look at this and let me know if we should alter or add anything. What are your thoughts on a July 2026 completion date for adoption of the plan?

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Thomas Kissinger	Current Date:	December 23, 2025
Percentage Complete:	25%	Target Completion Date:	January 31, 2027
GOAL: IMPROVE THE CITY'S PARK LANDS AND NATURAL RESOURCES – Transition from planning to constructing amazing parks and open spaces and create a plan to share with the community about the costs, revenue generation opportunities, and potential improvements to the City's Park system to address the existing deferred maintenance PRIORITY: Strive to become recognized as a Bee City USA and increase high-quality habitat for pollinators, in particular native bees			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Finalize draft Bee City USA plan for Oregon City for review by PRAC and NRC at their February joint meeting. Refine the plan based on feedback received from both groups. Review the feedback with relevant departments to ensure suggestions are possible to achieve. - Present the draft Bee City USA plan to City Commission for review and feedback. Refine the draft plan based on Commission feedback. - Once the draft plan has been finalized, submit the application and draft plan to Bee City USA for review. Adjust the plan as needed to meet Bee City USA requirements. - Present the finalized Bee City USA plan to relevant committees and City Commission. Begin implementation of the plan.			
Status: (what has been done/is being done) - Compiled and summarized Bee City USA commitments for review by applicable City departments. A meeting was held in September to review the goal and each department's role/responsibility. - Parks & Rec, Public Works, and Community Development provided input on the proposed Bee City USA policy. - Met with other City agencies that have achieved Bee City USA and collected information on their best management practices for review by project team. - Identified commitments that are already met or could be easily met with minimal change in operations. - Identified proposed targets for reductions in pesticide usage and proposed future project sites. - Collected relevant documentation from Bee City USA for review by the project team. - During September meeting, assigned project leads and established estimated timeline for completion. - Identified the annual joint NRC/PRAC meeting as the possible Bee City USA Committee meeting - Drafted a working Bee City USA Plan for Oregon City that will be reviewed by NRC and PRAC at their February joint meeting.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Kelly Hart	Current Date:	December 20, 2025
Percentage Complete:	95%	Target Completion Date:	December 15, 2025
GOAL: IMPROVE THE CITY'S PARK LANDS AND NATURAL RESOURCES – Transition from planning to constructing amazing parks and open spaces and create a plan to share with the community about the costs, revenue generation opportunities, and potential improvements to the City's Park system to address the existing deferred maintenance			
PRIORITY: Maintain our Tree City USA designation			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) • Submit application by 12/15/2025 (complete – application approved on December 18, 2025) • Parks and Planning begin coordination on Arbor Day event			
Status: (what has been done/is being done) • Planning Division has submitted the annual TCUSA application since 2013 when Oregon City was enrolled in the program. • 9/15/2025 ODF announced opening of TCUSA application for 2025. • Data has been compiled from Planning, Public Works and Parks Departments. Public Works has reported. • The reporting period includes data for the calendar year starting 1/1/2025, so the application is typically submitted close to the deadline to assure current numbers are included. • Tree City USA Requirements 1. Expenditure of min. \$2 per resident on trees. City typically exceeds \$10 per resident. 2. Tree Ordinance (Public Trees) 3. Observe Arbor Day 4. Designated Tree Board or City Manager (Natural Resource Committee) • Application was approved on December 18, 2025. • Planning and Parks and Recreation staff are coordinating efforts for the 2026 Arbor Day event.			

2025-2027 Commission Goals and Strategies

Job Category



January 2026 Update			
Department Contact:	Scott Archer/Tom Kissinger	Current Date:	December 23, 2025
Percentage Complete:	15%	Target Completion Date:	March 31, 2027
GOAL: IMPROVE THE CITY'S PARK LANDS AND NATURAL RESOURCES – Transition from planning to constructing amazing parks and open spaces and create a plan to share with the community about the costs, revenue generation opportunities, and potential improvements to the City's Park system to address the existing deferred maintenance PRIORITY: Identify and apply for grant funding to complete a tree canopy assessment and determine the need and costs associated with a City Arborist			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) • Compile information on potential grants or other funding sources for tree canopy assessments • Work with Planning, Public Works, and Parks to develop draft scope of work • Verify with granting agencies that draft scope of work qualifies for grant • Prepare work session with City Commission to discuss draft scope of work and funding opportunities to receive input			
Status: (what has been done/is being done) • Staff met with representatives of Oregon Department of Forestry to discuss obtaining access to a state-sponsored version of TreePlotter, a software developed by PlanItGeo for tree inventories and canopy assessment. Staff have obtained access to this software and are beginning to upload existing tree data to develop an inventory and assessment. The software will be able to use this data, as well as publicly available imagery to produce some assessments of our existing tree canopy. • Emerald Ash Borer and associated mitigation may provide some opportunities for partnership and funding on tree inventory/canopy assessment work. Staff are attending local agency-led partnership coordination meetings to learn more about these opportunities. • Parks, Planning, and Public Works met to discuss project timeline, potential funding opportunities and scope of work. Several potential funding opportunities were identified. Initial thoughts on scope of work are to limit this to City-owned property and focus on canopy assessment/planning instead of tree inventory. A tree canopy assessment, which can be performed mostly using GIS imagery, will provide an assessment of our current tree canopy coverage, compare tree canopy to benchmarks, and recommended strategies to maintain or increase tree canopy as needed. A tree inventory would require significant investment in data collection and data management that may not be feasible at this time. • Attended Department of Land Conservation and Development (DLCD) webinar to learn more about their potential funding opportunities. Determined that our project is not eligible because Oregon City does not have any green infrastructure improvement zones, and the tree inventory is not part of an existing formal plan to increase tree cover and is not proposing one at this time. • Staff have begun communicating with agency representatives to gather information on grant opportunities and determine eligibility of projects. Staff will also begin communicating with potential			

partners, such as Clackamas Soil and Water Conservation District/Greater Oregon City Watershed Council to see if there is any interest in partnering on a project.

2025-2027 Commission Goals and Strategies

Job Category



January 2025 Update			
Department Contact:	Thomas Kissinger	Current Date:	December 23, 2025
Percentage Complete:	15%	Target Completion Date:	June 30, 2027
GOAL: IMPROVE THE CITY'S PARK LANDS AND NATURAL RESOURCES – Transition from planning to constructing amazing parks and open spaces and create a plan to share with the community about the costs, revenue generation opportunities, and potential improvements to the City's Park system to address the existing deferred maintenance PRIORITY: Identify funding and grants to begin the design and construction of a replacement boat ramp and park improvements at Clackamette Park			
Breakdown of Projected Timeline: (looking ahead at the next 3 months) - Shortly after notice to proceed was issued to the contracted Clackamette Park design & engineering consultant team, much of the initial analysis work began. This analysis includes development of boat ramp plans. The natural resources team has begun gathering data for pre-applications. The survey team will begin their land survey of the park the 1st week of January. Additional analysis will begin later in January, pending the results of this work. - Community engagement opportunities will be planned for the Winter 2026. Our engagement consultant will ensure that engagement opportunities are maximized to take advantage of the many different opportunities created by our large-scale projects (Clackamette Park and Rec Center/EOT projects) - Staff are exploring a possible Metro Nature in Neighborhoods Capital Grant application for the 1st phase of park-related development. This grant application would focus on items that meet the Metro Parks and Nature bond criteria, such as restoration of the existing RV Park location and improvements along the riverfront.			
Status: (what has been done/is being done) - RFP released July 15, 2025, with proposals due August 27, 2025. - Seven proposals received and reviewed for compliance on August 27, 2025. - Selection committee formed and met on September 10, 2025, to review proposal scoring. - Top proposers were invited to an interview with the selection committee. - Following interviews, contract negotiations began with the top proposer. - A contract with the top proposer, AKS Engineering & Forestry LLC was approved by City Commission on November 19, 2025. - Following contract award, notice to proceed was given. A project kickoff meeting was held to refine the project and gather data. Initial analytical work has begun at Clackamette Park. The natural resources team and survey team have begun their field work. Community/Stakeholder engagement will be planned for Winter 2026.			

Commented [SA1]: @Thomas Kissinger Please add the RFQ timeline, selection process, etc.

Commented [TK2R1]: Take a look and let me know if we should add or alter anything! Thanks,

- What programs and services are you most interested in?
- What are the barriers?

Collecting and analyzing this data will help guide future policy decisions, program development, and resource allocation, with the goal of reducing barriers and expanding access for community engagement Citywide.

Status: (what has been done/is being done)

GOALS AND STRATEGIES 2025-2027

Last updated 1/7/2026

31% COMPLETED

[25-27 Biennial Budget City Commission Document](#)

Goals	ASSIGNED TO	PROGRESS	START	END	January 2026 Updates
Goal - Diversity, Equity, and Inclusion/Safe Inclusive Community					
Integration of principles and values that provide for a diverse, equitable, inclusive and safe City that is welcoming for community members and visitors and strives to create an environment that supports the long-term tenure of employees.					
1.1 Reducing Barriers	Human Resources	10%	7/1/2025	6/30/2027	
1.2 OC Businesses & Buy Local	HR/Ec Dev/Finance	10%	7/1/2025	6/30/2027	
1.3 Empower Staff	Human Resources	10%	7/1/2025	6/30/2027	
1.4 Internalize DEI	Human Resources	10%	7/1/2025	6/30/2027	
1.5 External Community Taskforce	Human Resources	5%	7/1/2025	6/30/2027	

Goal - Facilities & Infrastructure					
Completion of strategic planning, funding opportunities, and long-term investments to provide safe, updated, and sustainable infrastructure as well as improvements to, and construction of, needed City facilities.					
2.1 Pool & EOT Development Plans	Parks & Recreation	15%	7/1/2025	6/30/2027	
2.2 Community Engagement for Funding	Parks & Rec/Communications	20%	7/1/2025	6/30/2027	
2.3 Funding Lobbyist	Planning/Public Works	2%	7/1/2025	6/30/2027	
2.4 Strategic Investments in IT Advancement	IT	35%	7/1/2025	6/30/2027	

Goal - Community Engagement					
Increase participation opportunities for all residents and create an informed community that participates in the public process.					
3.1 Communication Techniques	Communications	20%	7/1/2025	6/30/2027	
3.2 Creation of New Public Events	Communications/Parks	15%	7/1/2025	6/30/2027	
3.3 Current Community Events	Communications/Parks & Rec/PD	30%	7/1/2025	6/30/2027	
3.4 Support CICs and NAs	Commission/Communications	10%	7/1/2025	6/30/2027	
3.5 Trail News Enhancement	Communications	10%	7/1/2025	6/30/2027	

Goal - Homelessness					
Advocate for proportional resources to address homelessness and leverage partnerships to achieve equitable funding for the population being served.					
4.1 Advocate for Funding	Police/City Manager	25%	7/1/2025	6/30/2027	
4.2 Identify Impacts and Solutions	Police	25%	7/1/2025	6/30/2027	
4.3 Meeting Expectations	Police/Court	25%	7/1/2025	6/30/2027	
4.4 Increased Communication	Police/Communications	25%	7/1/2025	6/30/2027	
4.5 Creative Solutions	Police/City Manager	25%	7/1/2025	6/30/2027	
4.6 Caring Place Collaboration	Court	17%	7/1/2025	6/30/2027	

4.7 Engage with Neighbors to Increase Services	City Manager	25%	7/1/2025	6/30/2027	
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Goal - Economic Development & Tourism

Create economic development and tourism programs and opportunities to promote a healthy and sustainable local economy that supports and contributes to the surrounding neighborhoods, businesses, and visitors.

5.1 DMMO Transition and Support	Economic Development	Ongoing	7/1/2025	6/30/2027	
5.2 Review Process for Event Planning & Grant Applications	Economic Development	50%	7/1/2025	6/30/2027	
5.3 Employment Lands	Economic Development	Ongoing	7/1/2025	6/30/2027	
5.4 Broadband Feasibility Study	Economic Development	99%	7/1/2025	6/30/2027	
5.5 Future of the Courthouse	Ec Dev/City Manager	90%	7/1/2025	6/30/2027	
5.6 Downtown OC Business Support & Parking Study	Economic Development	90%	7/1/2025	6/30/2027	
5.7 Enterprise Zone & Vertical Housing Tax Credit	Economic Development	80%	7/1/2025	6/30/2027	

Goal - Housing

Increase the availability of housing options and the construction of mixed-use commercial buildings using incentives and available public lands, with a priority of creating work force

6.1 Pre-Approved Designs	Planning	5%	7/1/2025	6/30/2027	
6.2 Discontinue Center Street Property Use	PW - Engineering	20%	7/1/2025	6/30/2027	
6.3 Investigate Potential Uses of Center Street Property	PW - Engineering	5%	7/1/2025	6/30/2027	
6.4 Inclusionary Zoning and Vertical Housing Tax Credit	Economic Development	10%	7/1/2025	6/30/2027	
6.5 Implement Tiered SDCs	PW - Engineering	10%	7/1/2025	6/30/2027	
6.6 Supportive Infrastructure Funding	Planning/PW - Engineering	25%	7/1/2025	6/30/2027	
6.7 Public Land Use for Workforce Housing	Economic Development	2%	7/1/2025	6/30/2027	

Goal - Park Lands & Natural Resources

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

7.1 Adopt a 5-Year CIP	Parks and Recreation	50%	7/1/2025	6/30/2027	
7.2 Bee City USA Recognition	Parks and Recreation	25%	7/1/2025	6/30/2027	
7.3 Maintain Tree City USA Status	Parks and Recreation/Planning	95%	7/1/2025	6/30/2027	
7.4 Grant-fund Tree Canopy Assessment	Parks and Recreation/Planning	15%	7/1/2025	6/30/2027	
7.5 Clackamette Park Boat Ramp and Improvements	Parks and Recreation	15%	7/1/2025	6/30/2027	

GOALS AND STRATEGIES 2023-25 Rolled over (not reassigned)

2.6 Assess the Communication Infrastructure and Equipment (from 2021/23)	Economic Development	99%			
6.1 Expand Housing Choices & Develop a Housing Strategy	Planning	90%			